

JCICS Board Meeting  
June 16, 2005  
In Person

**Attendees:** S. Pitkowsky, L. Wetterberg, R. Hackworth, R. Gibson, K. Wallace, L. Vollman, M. Hendy, R. Martin, H. Stultz, J. Clark, T. DiFilipo, D. Murphy-Scheumann

**Absent:** S. Wu (e), L. Wetterberg (e – portion of afternoon only)

**Call to Order & Agenda:** D. Murphy-Scheumann at 8:35 AM EST

**Future Funding & Programming**

Administrative Update

**Secretary's Report:** H. Stultz

**MOTION: To approve the May 10, 2005 minutes.**

**L. Wetterberg                      MOVED/ R. Martin SECONDED    PASSED Unanimously**

**Financial Report:** K. Wallace & L. Vollman

Have \$45,000 in operating reserves. This is income that has been carried over; this line item may be moved on the budget sheet so it is not interpreted as new income.

It was requested that going forward a column of Budget to Date versus Budget to Actual be provided, and that "Public Relations Campaign" be changed to "Global Awareness Campaign" so they are not confused as two separate projects.

A large percentage of the \$173,000 will be moved into a Bank of America CD until otherwise needed. Discussion was held about how much money should be held in cash reserves, 6 months versus 12 months operating expenses. It was recommended that JCICS maintain 6 months overhead costs in reserves.

Staff recently completed a mailing for over 30 prospective members and all non-renewing members.

**Presentation by Hartsook Company – Fundraising Consulting Firm**

**(<http://www.hartsookcompanies.com/main.shtml>)**

Deb introduced Bob Hartsook, Founder and CEO and Susan Schneewis, Executive Vice President, both of Hartsook Companies. Given our limited staff and financial resources, they have been invited to present the possibility of outsourcing fundraising for JCICS.

Hartsook Companies began in 1987 and has helped thousands of organizations raise billions of dollars. There are about 40 members within the firm that cover the United States, offering expertise in every area of fundraising.

Hartsook does not take a percentage of gifts given to their clients. They feel that this is unethical, and all funds are directly deposited into the recipient's account. It is believed that this also serves the best interest of the client, in that their attention is not diverted by another organization that has the ability to bring in more capital.

They do not have any clients that they have been unable to raise money for. There are some clients, maybe 3% of 2000 for whom they have not been as successful with as either they or the client had expected to be. Hartsook does not advertise as all of their business comes from word of mouth.

To fully serve JCICS, Hartsook would need to know:

- What are JCICS' targets and goals
- What does JCICS need to sustain itself
- What is the long-term growth plan
- What projects need funding

Once these types of questions are answered, Hartsook would assign a primary person to JCICS' fundraising project, as well as a secondary staff person whose expertise would not be in the same venue.

Fundraising has two components, the commitment and the gift, in that order. The two biggest giving dates in the world of philanthropy are December 31 and June 30, though the latter is only generates 20% of the first.

The proposed \$11,000 monthly fee is based on time and talent deployment. They cannot identify our constituency or know JCICS well enough without diving in, but foresee that most of the support would be derived from foundations. Estimate that money given to international affairs represents 3% of the \$250 billion that is given annually in the U.S. It is the same percentage that is given to the environment.

### Membership Calls

Rosemary shared that the agency she called is happy to renew. They were turned off by the amount of paperwork and wondered if renewing organizations could fill out a shorter form.

Keith indicated that the agency he talked to said they were too small and do not have the funding to continue as a Joint Council member. Another agency requested a packet and plans to renew.

Rick shared that the agency he spoke with is closing their international programs.

Sam reported that the agency he called will not renew. Joe Sutton could not provide a better insurance rate, and the agency is tired of the infighting within JCICS.

Rebecca left a message for her agency.

Board members who have not yet completed their calls to new and non-renewing members should do so as soon as possible.

#### Update on JCICS Staffing

JCICS is not able to offer a competitive enough salary for a Development position. The open position has been revised to Membership & Communications as an easier skill set to find for the salary being offered. Lia will return to the office part-time starting in July through December 2005. Meghan has also found a consortium of non-profits as a way to obtain affordable health benefits for JCICS staff. She will submit a proposal before the next board call.

#### Audit Committee Discussion

Discussion was held about whether or not JCICS should rotate auditors. Though not legally required, it is recommended that non-profits rotate individual auditors, not necessarily the company, every five years. Stephen Hershenson became the auditor for JCICS in December of 1997.

Meghan recommended that JCICS form an audit committee, have them determine a timeline for selecting a new auditor, and let them make a recommendation. After further discussion it was determined that for its size, JCICS has adequate internal controls that are reviewed by an attorney. Deb and Linda as President and Treasurer will do research regarding other auditors, distribute RFPs and report back to the board.

#### Records Retention Policy

This policy was started by the legal intern last summer. Lynn and Meghan will work on finishing it.

#### Whistleblower Process

Lynn will draft a whistleblower policy to insert into the Policy & Procedures manual under the financial section.

#### **JCICS Fundraising Strategy Discussion**

It is recognized that JCICS needs to diversify its funding sources. Meghan is in discussions with Sara Springer to see what AAP's internal sponsorship rules are since they co-sponsor the Medical Day. We would like to look into having pharmaceutical companies underwrite part of the medical day of the annual conference if possible.

**Mega Issue: How can JCICS be in the best financial position to make the biggest impact for our cause?**

### Know

We cannot increase dues  
We don't have the \$ we need to make the impact we want  
Countries closing  
Have \$350,000 cash reserve  
Existing staff cannot take on the entire responsibility of fundraising  
Staff time needed for fundraising  
Return on fundraising commitment is at least 6 months  
Minimum investment \$80,000 for 6 months

### Believe

Without significant work international adoption may end  
We will likely lose agencies  
Unlikely to receive \$ from members  
Have programs that would be attractive to donors & make impact  
Major impact possible/unlimited

### Feel

Risky decision for board  
Not doing anything is irresponsible

### Options for Fundraising

- hire a fundraiser/grant writer(determined not to be an option)
- outsource management
- outsource a specific program
- do nothing (determined not to be an option)
- board do fundraising (determined not to be an option)
- ask members to increase \$ (determined not to be an option)

### **Option #1: Outsourcing**

#### Pros

Doesn't burden staff  
Less dependent on dues  
Complete projects  
(Global Awareness, Symposium Regional Conferences)  
Professional fundraisers  
Raise JCICS reputation  
Foster fundraising  
Larger return ROI  
Known contacts  
Wide expertise  
Lower turnover

#### Cons

\$80,000 risk  
Return on investment (ROI) possibly too long

### **Option #2: Hiring Staff**

#### Pros

#### Cons

Less expensive?

Longer ramp up time  
More expensive  
Turnover issue  
Overhead  
More liability depending on 1 person  
Small pool

### **Option #3: Outsource Specific Program**

#### Pros

Known \$ up front  
Affordable  
Trial Period

#### Cons

Lose potential help

It was determined that additional fundraisers to interview for outsourcing need to be identified. This information should be gathered by the next conference call to be held July 12. Each board member should call someone from the Hartsook prospectus and inquire about their experience.

- **Whereas**, JCICS recognizes that it does not currently have the amount of funding needed to impact permanency for children in the way it desires; and
- **Whereas**, JCICS cannot further increase dues nor continue to solely rely on membership fees; and
- **Whereas**, JCICS staff cannot take on the responsibility of identifying funding sources, submitting grant proposals and other forms of fundraising; and
- **Whereas**, our ultimate obligation is to assist our members to be successful;
- **Now therefore**, be it resolved that JCICS will outsource its fundraising efforts to a professional organization; and
- **Be it further resolved**, that in the best interest of JCICS, the Board will seek to identify and interview several outsourcing companies to find the one that would best serve the mission of JCICS.

**MOTION: JCICS will outsource their fundraising efforts.**

**R. Hackworth**

**MOVED/ R. Martin SECONDED**

**PASSED Unanimously**

**International Symposium Proposal: T. DiFilipo**

Proposal #1: JCICS participation in the 2005 Conference on Children without Parental Care

Proposal #2: JCICS participation in the 2005 Conference on Children without Parental Care in the amount of \$10,000.

Background: In 2004, International Advocates for Children (IAC) sponsored an international conference in Atlanta, Georgia. The event was fully funded in the amount of \$60,000 by AMREX. Participants included 17 countries and NGO's from Europe and the United States.

The second conference is planned for November 2005. Sponsors for this year's event include: University of Mass, Focus on Adoption (FOA), IAC and Center for Adoption Research. Speakers will include Jakob Doek, Chairman of the UN Committee on the Rights of the Child, Sarah Dillon Phd., Elizabeth Bartholet Phd. among others including sending countries and sponsor representatives.

Rationale: Benefits to JCICS

- Demonstrates to decision makers JCICS's leadership on child welfare issues.
- Positions JCICS as a proactive advocacy group.
- Provides opportunity to develop relationships with sending countries and others of influence with little human, man-hour or capital expenditures. [*The cost of travel to all sending countries would run into the ten's of thousands.*]
- Provides a world stage for JCICS advocacy on issues of concern.
- Fulfills the JCICS goal of sponsoring an international symposium.

Benefits to All

- Provides a setting where peoples of divergent opinions, practices and process can openly share issues, concerns and solutions.
- Provides the opportunity to create working relationships amongst the key layers in international child welfare.
- Facilitates networking amongst child welfare professionals. [*Prof. Elizabeth Bartholet, Harvard Law and Jakob Doek, UN Committee Chair held opposing positions until sitting on a panel at last year's conference. Since then they have collaborated on two projects.*]
- Places children at the focus of key decision makers.

Considerations:

- Association with groups/individuals that do not have 100% agreement with JCICS positions as noted in the recently approved White Paper.
- Specific individuals and organizations upon whom JCICS is reliant, have expressed concern over JCICS involvement with certain co-sponsors.

Further Description:

### **World Conference on Children without Parental Care**

#### ***Understanding and Enforcing their Human Rights***

Purpose: Facilitate an active, open and continuing exchange of ideas, concerns, issues, best practices, and solutions related to the best interest of children without parental care.

Method: 3-day conference in Boston, Massachusetts USA in November 2005 targeting participation of 200+ Government Representatives, Central Adoption Authorities, Social Service Providers, International NGO's

Invite entities representing divergent cultures, practices and beliefs in an effort to dampen predetermined outcomes

Encourage 'best evidence' presentations from non-vested entities and academia

Planning:

1) Targeted Sponsors

- a) Center for Adoption Policy
- b) Center for Adoption Research (**Agreed to Sponsor**)
- c) Evan B. Donaldson Institute
- d) Focus on Adoption (**Agreed to Sponsor**)
- e) Joint Council on International Children's Services
- f) International Advocates for Children (**Agreed to Sponsor**)
- g) National Council for Adoption
- h) University of Massachusetts (**Agreed to Sponsor**)

2) Targeted Speakers

- a) UN Committee on the Rights of the Child – Jakob Doek
- b) UNICEF
- c) Hague Permanent Committee
- d) Central Authorities
  - i. China
  - ii. Russia
- e) CCAI
- f) Academics
- g) Sponsors

3) Workshop Topics

- a) Structured Decision-making Principles to Serve the Best Interest of the Child
- b) The Role of Agencies in Finding Permanent Placement Options for Children in Need
- c) Reunification of Child to Biological Family
- d) The Responsibility of Government to Children of Refugees and Street Children
- e) Establishing a System of Checks and Balances in Child Policy
- f) The Role of Receiving Countries in Intercountry Adoption
- g) Psychological and Physical State of Institutionalized Children

4) Panel Discussions

Panel discussions and questions will be held between workshops with multiple experts from different fields in order to achieve a comprehensive perspective on issues. Attendees will be

invited to present on specific issues and questions relating to their individual governments and to share best practices.

#### Pros

Matches what JCICS wanted to do with own symposium

Furthers JCICS mission

Cost of \$10,000

Puts us as co-sponsor with reputable organizations

Opportunity to speak, help set the agenda

Networking possibilities

Inroads with UNICEF

Possibly 19 countries represented

#### Cons

Cost of \$10,000

Negative perception of some co-sponsors

Not a direct benefit to our members

Concerns: Negative reaction of JCICS members

Questions: Should JCICS still hold its own symposium, and if so, should JCICS network with other organizations?

#### Options

Do nothing

Raise \$ on our own

Make our own alliance with other organizations

Join this one

**MOTION: For JCICS to co-sponsor the IAC Symposium.**

**K. Wallace MOVED/ L. Wetterberg SECONDED TIED 4-4, 2 abstentions**

Further discussion was held regarding whether or not JCICS should co-sponsor the IAC symposium. Those in favor of the idea felt that it would give JCICS the opportunity to lead and to network with UNICEF and foreign officials in a cost effective way. Those concerned about participating felt that JCICS' relationship with U.S. government officials and JCICS members might be compromised due to existing perceptions regarding some of the existing sponsors. It was generally agreed upon that there might be a more level playing field if other organizations with similar values and beliefs would also agree to be sponsors. Tom will do further investigation and report back to the board.

#### **Fee Structure Discussion**

##### Current Dues Structure

##### AGENCIES

Dues Schedule (*Number of Clients/Families Served*):



0-25	\$478
26-50	\$635
51-75	\$955
76-125	\$1,276
126-175	\$1,596
176-250	\$2,389
250+	\$3,187

PARENT GROUP/ ADVOCACY GROUP

Dues are based on total membership:

\_\_\_\_\_ 0-99 \$105.00    \_\_\_\_\_ 100-249 \$158.0    \_\_\_\_\_ over 250 \$210.00

MEDICAL CLINICS

\$210

Proposal to structure Agencies fees based on services provided (Seedlings Proposal)

April 6, 2005

Enclosed is our late membership form and check for \$955 for 2005 membership to JCICS. One of the issues brought up by our board when deciding *if* JCICS membership was necessary was the fee structure for JCICS members. On this point I have to agree with our board.

There is a disparate and discriminatory fee structure.

Our agency is currently paying a membership fee of \$955 for 75 placements and home study families. That brings the cost per family to \$12.73 for Seedlings. If any agency completing only one adoption joins JCICS, that agency will have to pay \$478 for one placement. If any agency is primarily conducting home studies their income will not be very high, but their JCICS membership fee is the same as that of an agency that perhaps generate four times their income. If one of the large agencies that completes 1000 adoption pays JCICS \$3,187, they are only paying \$3.00 per family. I think you will agree that agencies making 1000 placements are probably in a better position to pay ore than those who are making fewer placements.

The majority of agencies are making between 50 and 125 placements/home studies, and depending on the actual number of placements they make, they are paying between \$10 and \$20 per placement/ home study.

Why are some agencies paying JCICS \$3.00 per placement while others may be paying over \$475 per placement? The only fair way to assess agency fees for JCICS membership would be to charge an exact per placement fee. Charging a full fee for a home study only is also disproportionate given the profit from a home study vs. the profit for a full adoption service; and it may actually be construed as “double dipping” if both the home study and placing agency are both paying a fee.

I would like this issue brought up to the membership. My suggestion would be that JCICS calculate the total # of placements made by all JCICS member agencies and develop a fee per placement that is equitable to all agencies and covers JCICS' costs as well. My rough estimate would be that the membership fee should probably be around \$6.00 per full placement and perhaps \$2.00 per home study service.

Thanks for considering my suggestion.

Sincerely,  
Arlene R. Stabile  
Executive Director, Seedlings, Inc.

### Discussion

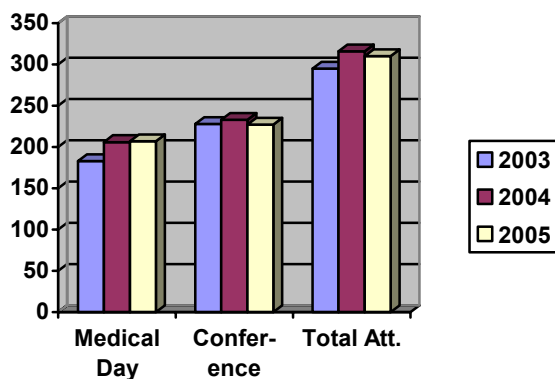
It was agreed upon that a separate fee should be developed for agencies providing home study services only. In addition, a special category and fee for individuals such as retired Executive Directors will be examined. It was also discussed that a tiered approach to membership expansion should not just address *categories* of member benefits, but also the *fees* that each tier would pay. Linda will examine the budget, along with Membership Committee members, Sam, Rosemary and Heather to develop a new JCICS fee/benefit structure to vote on at the October board meeting.

### **Conference Recap and Goals for Next Year: M. Hendy**

Thanks to Meghan and Jessica for all of their contributions to the success of this year's annual conference.

JCICS Medical Institute & Conference: 2005 report

Overall Attendance:

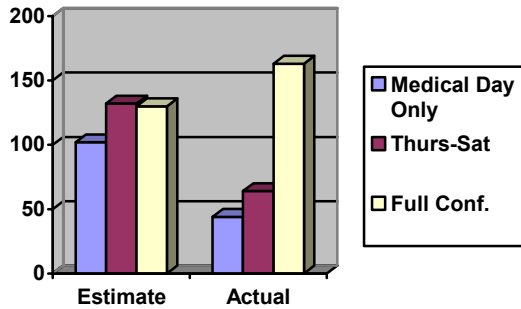


Attendance – Estimate vs. Actual:

- New pricing structure offered full conf. option at no increased rate from 2004
- Over-estimated # of attendees (estimated 15% increase)

- o 2003-2004 increase of 7%
- o 2004-2005 decrease of 1%

Why the decrease?



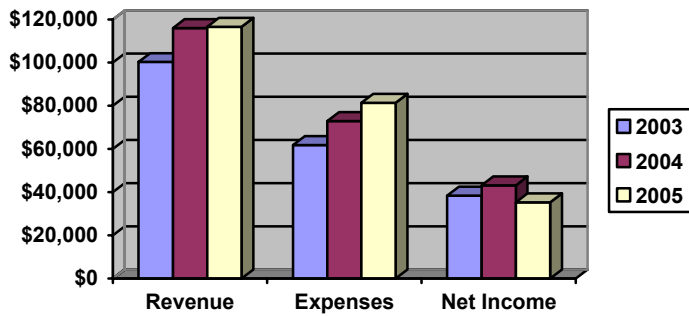
364                      271 paid/ 310 present  
 Total # of Attendees

Attendance Breakdown:

- 150 organizations attended
- Organizations brought anywhere from 1-10 employees
  - o Average = 2
- 20 Non members (including exhibitors)
  - o AdoptionPhysician.com
  - o America World Adoption Association
  - o AMREX
  - o Children's Hospital of Philadelphia
- Other Attendees
  - o US CIS
  - o DHS
  - o GOA
  - o COA
  - o FSA CI Fellowship Program
  - o Children's Rights
  - o Center for Adoption Research

Financial Report:

- |              |                    |
|--------------|--------------------|
| - Revenue    | o 2003 - \$100,207 |
|              | o 2004 - \$115,968 |
|              | o 2005 - \$116,546 |
| - Expenses   | o 2003 - \$61,809  |
|              | o 2004 - \$72,888  |
|              | o 2005 - \$81,298  |
| - Net Income | o 2003 - \$38,398  |
|              | o 2004 - \$43,080  |
|              | o 2005 - \$35,248  |



A few interesting financial points: JCICS receives 10% of the bookseller's revenue, and hotel food cost \$10,000 more than last year.

#### Goals Accomplished:

- Under budget
- \$35, 248 in net income
- Accepted on-line credit cards
- Added an exhibitor hall
- New topics and speakers
- Included business topics (insurance, legal)
- Successful banquet
- DVD was a big hit

#### Feedback Analysis:

73 Responses (27% - up from 17% last year)

#### POSITIVES

- Conference Registration Process was rated a "5"
- Hotel check-in and sleeping rooms rec'd "5"
- Organized, good presenters
- Liked the 2 tracks in the afternoon for medical day

#### ROOM FOR IMPROVEMENT

- Conference Food "3"
- Expensive – hotel & conference
- Handouts
- Clique-ness of group

#### Most valuable part of conference:

1. Educational Programs (66%)
2. People who Attended (49%)
3. Social/Meal Times (44%)

Overall Conference Experience Rated a "4" (51%)

#### What to Add/Change for 2006?

- New Weekend Structure
  - o Fun Event Friday night; Banquet Saturday night, hook on Sunday?
- Separate JCICS material and educational training
  - o Goal is to attract other participants (social workers, students)

- Give certificates
- CEU's for Doctors
- Longer and more open Business Meeting
  - Facilitated by Glenn Tecker
- Handouts!
  - Need to find a cost effective solution or defer costs by other sponsorships
- Promote earlier and reach out to other groups

A tentative schedule for the 2006 Medical Institute and Conference was reviewed. It may be too difficult and expensive to obtain CEU's for doctors. Discussed the possibility of having Capitol Steps, a satirical comedy group perform at the conference. Suggestions included a workshop on succession planning for agencies, an adoptee panel, and an educational track for younger people to attend during the Federal panels. It was also suggested that Glenn Tecker be requested to present in a workshop in addition to facilitating the business meeting. Board members with conference planning suggestions should email the main office. Linda and Heather volunteered to serve on the banquet committee.

2006 is the last year JCICS has a contract with the current hotel. The only local option for the 2007 Conference appears to be the Hyatt in Crystal City, available at the end of March for a Thurs-Sun format. The possibility of holding the conference in another "conference city" such as Las Vegas, Indianapolis, Chicago, or San Antonio was discussed for 2007. Meghan will send RFPs out to those potential cities. The 2008 conference will be held back on Capitol Hill.

## **JCICS Programming**

Global Awareness Campaign:

Poster:

JCICS has hired a freelance graphic artist (Jessica's contact) in Alexandria to create posters from images taken by Lumen Production Company. A Path of Promise poster was shown to the board as an example for the suggested size and format. The idea is to have posters made to give out for donor recognition and to make them available for a \$20-\$25 suggested donation. Jeff Lumen's friend has donated \$1,000 and additional funds have been raised from a special newsletter for an estimated total of \$3,000. Currently JCICS is obtaining quotes from possible printers, with an estimated cost of \$1/poster.

Future Projects:

Future goals of the Global Awareness Project will incorporate news articles, a photo exhibit, DVD, media/press packet and toolkit for members to use.

COGA:

Tom was preparing to send a post out to the membership to solicit members to serve on the Committee for Global Outreach and Awareness (formerly Public Relations), but realized he did

not have a budget to base his strategy on as outline in his email from May. The purpose of the committee is to promote permanency, and bring the topic to the forefront of debate and public policy.

The Committee will be made up of members of JCICS and perhaps some non-voting members from within the government and/or media. The creation of an advisory board was deemed not necessary at this time.

**MOTION: To provide the Committee for Global Outreach and Awareness with \$3,000.  
S. Pitkowsky MOVED/ L. Wetterberg SECONDED PASSED by Majority**

**Ethics Committee Report: Standards of Practice: R. Gibson & R. Hackworth**

Action Plan: The Ethics Committee is again looking at revising the current Standards of Practice (2002).

Purpose: The JCICS Executive Director, Board Liaisons, and the Ethics Committee Chairman had a conference call on May 11, 2005 to begin to address a plan to continue the revision of the current JCICS Standards of Practice.

- Whereas the Standards of Practice are a critical component to the JCICS mission statement which states that we “promote ethical practices in intercountry adoption”
- Whereas the current Standards of Practice remain vague in some areas and in need of revision
- Whereas we desire to allow greater ability for the review committee to fulfill its purpose of ensuring JCICS members are abiding by ethical and best practices
- Whereas the U.S. State Department has encouraged JCICS to demonstrate to foreign governments a more transparent process regarding the way agencies handle adoption fees, humanitarian aid and administration costs of their organizations,
- Whereas the accreditation process for agencies from various entities encourage high Standards of Practice,
- Whereas insurance companies have expressed their favorable outlook on agencies which abide to clear and ethical Standards,
- Be it resolved the Ethics Committee and other member volunteers address the revision of the Standards of Practice to include a new Standards of Practice Document to be voted upon by the membership.
- Be it resolved that each section of the current Standards of practice, the document providing suggested changes regarding the first revision of the standards, and notes pertaining to the concerns addressed at the 2005 JCICS Conference be used to address each section of the Standards into a new document.
- Be it resolved that section leaders from the current volunteers of the Ethics Subcommittee volunteer or be assigned as needed to address the revisions.
- Be it resolved that the majority of communication be among section leaders and their teams, but the larger ethics committee will be kept informed of the revision progress as well as periodic general postings of revision progress to the entire JCICS membership.

Strategy: The Ethics Committee will be revisiting the Standards and making suggested revisions. The Committee has recruited volunteers to serve on a sub-team task force. To accomplish this undertaking, the Standards have been divided into 6 sections, with each section having a Team Lead. Each team will work on their section via conference calls and email. Input will be collected from the volunteer team members and from the membership at large. Members will be encouraged to email the team leads with comments, including language they are for or against, their reasoning, and proposed solutions.

Team leaders selected from a list of volunteers are:  
Constanza Cardoso-Schultz - Post Adoption  
Susan Cox – Humanitarian Aid & Interagency Relationships  
Judy Dakin – Financial  
Nancy Fox – Education, Preparation, Home Study  
Cheryl Markson – Placement  
Susan Vernon – Introduction & Professional Conduct

The team leaders had a conference call on June 1, and were instructed to coordinate two one-hour calls for each of their teams. Jared, Rick or Rebecca will also be involved in each of these calls.

#### Tentative Timeline:

- September 1, 2005 – each team should have a redraft of their section finalized for review. The membership will be notified and feedback received.
- Early October – During the Board of Directors quarterly meeting, they will review the revised version.
- Fall/Winter – the entire membership will be given the opportunity to review the proposed Standards and submit feedback.
- April 2005 – Annual Conference – the final version of the proposed Standards will be voted on by the membership at the conference. A 2/3 approval is required for it to pass.

#### Board Discussion:

It was noted that the Standards cannot use language such as “accredit” or “certify” in relation to members because JCICS is a cause organization. Nancy Fox suggested that there should be two separate documents, the Standards of Practice and a Code of Ethics. The latter could refer to other codes of ethics such as NASW or the Hague. Rick and Rebecca will request each subcommittee to pull information out of their designated section to help create a separate Code of Ethics document.

Some are concerned that there are liability issues with the current proposed draft. Margi Miller did a great job examining the rewrite of the Standards, showing the original language and explaining the reasons for the proposed changes.

On a related side note, Kristine Altweiss-Nicholson has inter-agency agreements from several JCICS members and is working to incorporate them into one document that all JCICS agencies could use by this September.

**MOTION: To recess the meeting at 4:49 PM EST.**

**T. DiFilipo    MOVED/ L. Vollman            SECONDED            PASSED Unanimously**

Respectfully Submitted,

Heather Stultz, Secy

**Action Items:**

1. M. Hendy – submit JCICS staff healthcare proposal to the board prior to the next board call.
2. D. Murphy-Scheumann & L. Vollman – investigate alternative auditors, distribute RFPs and report back to the board.
3. M. Hendy & L. Wetterberg – finish drafting a records retention policy.
4. L. Wetterberg – draft a whistleblower policy to incorporate into the Policy & Procedures manual.
5. BOD – each board member should call at least one client in the Hartsook prospectus and learn more about that client’s experience.
6. BOD – if you have information on any prospective outsource fundraising companies, email the information to the main office so an interview can be arranged.
7. T. DiFilipo – gather more information on International Symposium sponsors and report back to the board.
8. R. Martin, S. Pitkowsky, H. Stultz, L. Vollman – develop new JCICS fee structure to submit for a vote at the October board meeting.
9. M. Hendy – send out RFPs to potential conference cities for 2007 Medical Institute & Conference.
10. R. Gibson & R. Hackworth – request Ethics subcommittees to pull information out of their designated sections to help create a Code of Ethics.