

# NEWH, INC. GOVERNING BOARD MEETING MINUTES

14 May 2019

Islander B, Mandalay Bay Convention Center, HD Expo | Las Vegas, NV

Executive Committee	Cynthia Guthrie Christine Tucker	Natalie Sheedy Fernando Diaz	Brittany Johnson Christine Wasmer	Leigh Mitchell Jonathan Young	Trisha Poole Julia Marks
Board of Directors/ Chairs	Jennifer Wellman Mary Ann Thornam	Sandy Banks Kelly Gaddes	Monica Meade Debbie McKelvey	Michelle Finn Stacy Shoemaker Rauen	Matt DeShantz Gretchen Gilbertson Jordan McInturf
House of Delegates	Shannon Vance Dallas Bentley Jessica Linden	Heather Scott Natasha Gomez Melissa Knock	Morgan Brodey Tory Knoph Taylor Hoesley	Janine Peluffo Jennifer Delmas Kary Maybury	Jennifer Farris
Chapter Presidents	Michelle Purcell Anne Hiter	Dawn Larsen-Garner Natasha Gomez	Amanda Tomlinson Nicole Brindle	Christian Triana Shana McCullough-Downing	Leslie Anderson
Steering Chairs	Tyler Toothacker	Bess Ehmcke	Teri Schell	Jessica Wasmer Northover	
Guests	Katie Kervin Trudy Craven	Debra Calkins Laura Carter	Molly Davis Lauren Minkus Elle Pechiney	NEWH, Inc. staff: Shelia Lohmiller Jena Seibel	Susan Huntington Nicole Crawford
Not in attendance	Helen Reed Stacy Costa Stacey Olson Michael Smith Lissa Pierce Teri Urovsky Manuela Kennedy Jonathan Kaler	Jen Conley Leslie Wynne Melissa Davis Kacey Sharp Rachel Baird Edgar Gutierrez Bruce Heins Carolina Coelho	Alison Gasser Jayme Krstich Katy Clark Sophia Yen Kelly Almus Chelsea Lawrence Jana Joplin Johnson Ron McDaniel	Teri Metzger Anastasia Davis Angela Reed Miller Tara Witt Caroline Cundall Rebekah Ellis William Michael	Tara Herbert Elissa Murry Leena Nancy Valentina Castellon Karen Rains Johanna Malen Alexandra Jones

*\*Officers and Directors have a vote House of Delegates do not.*

The meeting was called to order by President, Cynthia Guthrie at 12:35 pm PST. Natalie Sheedy, took roll and a quorum was established. The minutes were presented and a motion was made to approve the February 7<sup>th</sup>, 2019 minutes as presented and was accepted.

## MOTION TO APPROVE MINUTES

Date: May 14, 2019

Motion Number: 1

I, Natalie Sheedy, move to approve the February 7<sup>th</sup>, 2019 minutes as presented.

Motion seconded by:           Fernando Diaz          

VOTE COUNT:

STATUS OF MOTION:

YEA:   11      NAY:   0      ABSTENTION:   0      Carried:     Defeated:

### PRESIDENT – CYNTHIA GUTHRIE

<b>Discussion-Cynthia Guthrie:</b>
<ul style="list-style-type: none"> <li>Congrats to Seattle; 2021 Leadership Conference host</li> <li>Send Leadership ideas to Leigh and Monica</li> <li>New format for today’s meeting</li> <li>Utilize the board packet; take back to your chapter and share the many resources available</li> <li>Introduction of Trudy Craven</li> </ul>

### VP/FINANCE – FERNANDO DIAZ

<b>Discussion-Fernando Diaz:</b>
<ul style="list-style-type: none"> <li>NEWH as a whole is extremely healthy</li> <li>Chapters and Regional Groups are doing a great job of being compliant in their duties</li> <li>Delegate reports are required for every IBOD meeting and are part of the IBOD packet</li> <li>If chapters do not send in their reports but they attend the board meeting the cost will now be on you (see motion)</li> </ul>

## MOTION TO APPROVE AMEND REIMBURSEMENT POLICY

Date: May 14, 2019

Motion Number: 2

I, Fernando Diaz, move that NEWH changes its reimbursement policy to state “NEWH will not reimburse NEWH, Inc. Board members travel expenses if they have not turned in their discipline/chapter/regional group board report.”

Motion seconded by: Christine Tucker

VOTE COUNT:

YEA: 11

NAY: 0

ABSTENTION: 0

STATUS OF MOTION:

Carried:

Defeated:

### TRUDY CRAVEN

#### Discussion-Trudy Craven:

**Intro:** Trudy is from Spartanburg, South Carolina and is recently retired from Milliken. She has worked with NEWH for the past 10-15 years and is now working with chapters on strategic planning.

- Strategic planning is organizing of management activity
- Leaders (boards within NEWH) should think about strategic planning on a regular basis
- Plan things/events to do be done in a strategic manner
- Strategic planning helps to set priorities, organize resources and build on strengths and close gaps
- Ensure everyone is aligned working towards common goals; working in the right direction towards an outcome
- Where are we, where are going, and how are we going to get there (always ask these three questions)
- Where are we in related to products, customers, gaps
- Where are we going, how are we going to focus our resources
- How are we going to get there is about setting goals and processes
- Strategic issues are a little different than strategic planning
- What are strategic issues is a fundamental policy question or critical challenge affecting an organization’s mandates, mission, values, stakeholders, resources, structure, process, management or product or service level and mix
- Strategic issues can come in a variety of sizes; we might never be able to fix it but we have to understand the issue in the way and determine if those issues stand between us and achieving our mission
- Another strategic issue can be something that keeps your organization from reaching its goals; sometimes people or processes are not aligned

#### Strategic issues

- First step is to review the NEWH mission statement
- Understand how to use the mission statement as the framework for everything you do
- NEWH is all about networking; building professional relationships; NEWH is not about having a cocktail party and just swapping cards
- NEWH has fun but it’s not a party organization there’s so much more than the cocktail party/card swap
- We don’t say we have parties; we say we have events; we are here for more than a party the party is just a purpose
- The most connected people are often the most successful
- NEWH was founded to connect women in the industry to make them more successful
- NEWH helps you develop new skills sets, meet prospective mentors, gain access to resources that will foster your career (definition of network)
- NEWH networks with a purpose (networking with a purpose)
- NEWH gives back to the hospitality community through the scholarship program; that’s what makes us a 501 (c) (3) tax exempt organization
- Purpose of network is education of the members
- NEWH does a great job of developing their members making them better people, professionals and stronger within the hospitality community
- Within NEWH there are leadership development opportunities that provide growth (serving on a chapter board); the best way to develop skills is to work and use the skills
- By holding a leadership position, you can make it a very purposeful experience and get a lot out of it
- NEWH has a strong recognition program within the industry that recognizes local and industry leaders; recognition is very important
- Business development opportunities are more than just connections
- Scholarship, education and business networking is what encompasses NEWH they are the three legs that support the industry
- Reading of Anne Hiter, Matt DeShantz, Ashley Lighting and Shelby Williams snippets from the Spring 2019 NEWH magazine – what NEWH means to me
- Ann Hiter: *“NEWH provides a great opportunity for people to form meaningful connections, both from a supplier side and with other designers, purchasers, and industry leaders. NEWH is a wonderful organization that strives to do good. It also provides excellent educational opportunities, which are important no matter your career stage.”*
- Matt DeShantz: *“From the moment I joined NEWH, I realized this was an extraordinary professional organization. While everyone hopes their personal and professional goals will intersect in the careers they are passionate about, that goal is easily accomplished through NEWH. The camaraderie of its members and its executives at industry events and tradeshow is remarkable. While each of*

*us hope to further our business goals, we recognize that NEWH's primary focus is the unselfish act of contributing to the advancement of the next generation of hospitality industry professionals."*

- Ashley Lighting-Member Profile: *"The passion and focus on student scholarships gives us the reward of being a part of something that is more valuable than a great business model or quality products."*
- Shelby Williams-Member Profile: *"NEWH allows us to stay connected to the people who specify and use our products every day."*
- These reflections clearly state that NEWH is more than parties
- Everyone wants to do business, we want to be successful and NEWH is more than swapping business cards
- NEWH offers business relationships with a clear education under tie
- Make sure anything and everything you're doing stays true to the mission statement
- Be aligned with the NEWH mission statement at all times
- When you're planning your events/programs specify in some way what the event is for (an event for scholarship). Example "Glamping" is an event but it's an event to raise funds for scholarships
- At events, assess the room to ensure people are networking with new attendees

*BREAK*

**Strategic Issues-Understanding NEWH customers:**

- Customers (who are they, what are their characteristics, what do they need, what are their expectations, there's delights where the customer is happy but those moments become future expectations)
- Need, expectations and delights (3 different levels)
- Stakeholders (bosses/owners); the person who has something to lose or gain
- What's in it for me (WIFM)
- WIFM is the value proposition what is given and what's received from it
- Some people don't like to talk about the WIFM it feels selfish
- You have to have something for your customers/members or they're not going to be your customers for very long
- WIFM helps you avoid over promising
- Customers (people who are getting something from you; exchange of relationships)
- All members are customers not all customers are members

*BREAK: Partner exercise (list of members, list of customers who are not members)*

**Members:**

Designers  
Manufactures  
Students  
Brands  
Purchasing Agents  
Sales Reps  
Ownership  
Educators  
Developers  
Project Managers  
Hotel Managers  
Culinary

**Customers:**

Media  
Brands  
Owners/Developers  
Hotel Managers  
Educational Institutions  
Construction  
Culinary  
End users  
Other organizations  
Architects  
Purchasing agents

- Confusion between members vs. customers
- Go back to the WIFM (what's in it for me)
- Don't over promise and under deliver
- Be aware when you talk about who your customers are
- Members are getting more of the education and leadership development

- Customers are going to participate in scholarship and more on the networking side to build their business
- Think of your customers in relation to your mission
- Culinary and hospitality management (engage them as sponsors, contributors, speakers)
- Have one event or engage culinary into a process once a year; do the same for hotel management
- Members benefit by learning about culinary; educate your members
- It's great to have culinary/hospitality management join as members just remember to share the focus of NEWH with them as NEWH is more on the design side
- Remember outside groups have their own groups which can bring other new people to NEWH

**Additional Comments:**

**Cindy Guthrie:**

- Customers don't have to hold a membership but we need them to build events and future outreach
- Think about who your ultimate members and customers are to sustain the value of your chapter
- Take today's details back to your chapter for consideration in planning future events
- Currently working on a list of NEWH benefits and how those targeted benefits fit each customer/member/future member
- The NEWH Scholarship Stories videos are a great resource to describe NEWH

**Bess Ehmcke (North Carolina Region):** If I join what am I going to get?

- Request that NEWH have a call to go over what is NEWH and how do I benefit from participating in this organization
- Change the idea of what's in it for me into a positive question so it's not a selfish question

**Trudy Craven:**

- People don't understand how participation will benefit them personally
- Every chapter has the problem of encouraging people to serve on their local chapter board
- There has to be a story behind the experience
- Use words based around the mission statement in conversation
- Talk about the opportunities available that can help others develop leadership skills and bring those skills into their career
- NEWH may not offer immediate changes but long term involvement has more benefits personally and professionally
- What do I get and what are the drivers to participate at the board level; determine those factors
- Add benefits into events as a commercial slot to further promote NEWH and what your chapter offers

**Trisha Poole:**

- Marketing calls are important to determine how to reach out to people
- There is a need to develop different descriptives (talking points) for NEWH customers/members
- Understanding who we are and how to market NEWH is huge
- It's giving and getting back and sometimes it's a development or a relationship; many things are hard to find

**Janine Peluffo (San Francisco):**

- Social media posts why NEWH is important (what you get) is huge
- Make time and reach out to new people; they're showing up for a reason they want to learn what you're about; they showed up so in turn be there for them with support and clear direction

**Jessica Wasmer-Northover (Orange County Region):**

- A membership drive is about personal experiences from being involved
- Panel and hotel tour brings a great draw which enables you to have everyone's attention
- Start new people on a lower level to get their feet wet to be groomed to move up in their role within the board

**Trudy Craven-Increase effectiveness of NEWH boards:**

- There will always be a mix of board levels; some are new, some are struggling, while others are soaring
- The idea is to increase effectiveness
- Business growth curve (example shown)
- Phase one is where people are getting started
- Phase two is growth (where you want to be)
- Phase three is where problems happen and you die or you reinvent
- Organizations in phase two are organized (process, definition)
- Organization allows you to define and improve efficiencies which means you're improving effectiveness
- Innovation going up, creativity going down, need to be successful
- Teams go up a development ladder (norming/storming)
- Norming-increase, performing you can't have a strong phase two with people who are storming
- You want to be norming and performing at phase two; this is where organization is needed
- Every time something changes you drop down the ladder
- The key is to determine how you will get back up the ladder once you fall a little
- Understanding roles and responsibilities is key (board training); understand them and live them (stay in your lane)

- Only cross your lanes when asked; if you're asked to help with a job you used to do don't cross the lane on your own
- Holding people responsible and accountable for their duties is key
- Be open and willing to learn; be open and willing to teach
- Mentor your board levels/positions; make sure people have the resources needed to do the job in the most successful way possible
- Nothing gets done without good communication
- Bumps in the road all relate to poor communication; don't let it be your stumbling block

**Ways to be more effective on board:**

- Set goals
- Add benchmarks
- Learn from the past
- Trust each other or learn how to build the trust
- Teamwork
- Respect each other's time (very critical piece for volunteers)
- Succession planning/defining parameters
- Always be thinking what can we do different, stay in your lane and keep lines of communication open

**Setting goals:**

- How are we going to get there is all about setting goals and having clarity
- It's around documenting what is to happen; use as a communication tool this will add accountability
- Goals should be cascaded and aligned from the top down
- Know the expectations, it's not just about writing down a goal
- We all need to be aligned together
- Not everything is equal, some things are more important than others
- Goals must be measurable, ask: how are you going to know when I'm finished, what does the finish line look like
- Establish start and end dates
- Set your measures; are you pushing performance to a higher level
- Begin each goal with a verb
- Review your progress on your goals; determine if the timeline or milestones need to be adjusted
- It's ok to have goals as an ongoing program with a health check if you need to check in on progress along the way

**Shelia Lohmiller-comments:**

- Received very few chapter level business plans (see back of IBOD packet template); send business plans to [susan.huntington@newh.org](mailto:susan.huntington@newh.org)

*BREAK*

## BREAK OUT: Group Discussions Overview/Reports

**Break-Out Session Overview:**

Draft goals around your discipline keeping them cascading and aligned within your discipline and/or within your chapter  
Join the breakout group that interests you (where your passion lies) or in an area that your chapter needs assistance with  
Great ideas come from breakout groups, implementation is all about setting goals

Look at previous board report minutes from last meeting; what steps need to be accomplished to meet future goals

During the November IBOD meeting we'll discuss if the goals have been accomplished

Use handout template to record attendance and report notes from your discussion turn into Inc. staff prior to exiting today or email your breakout notes/attendance sheet to: [nicole.crawford@newh.org](mailto:nicole.crawford@newh.org)

1. Finance/Fundraising (draft goals)
2. Scholarship (draft goals)
3. Education/Continuing Education, Programming, Mentoring, Green Voice Education (draft goals)
4. Development/Conferences, and Social Media (draft goals)
5. Membership & Programming Conversation/Chapter Membership & Programming (how to build synergy together)
6. NEWH Ambassadors (define roles and responsibilities)

**Reports:**

**Finance/Fundraising-Fernando Diaz/Tyler Toothacker:**

- Culinary Inc. fundraiser
- Goal to find a host chapter has been met (Charleston area)
- Execute and develop a program outline by fostering a meeting with the Arizona and Charleston chapters
- Arizona will take their best practices and help guide the South Carolina group through the process
- Establish roles and responsibilities for South Carolina group
- Find venue, establish budget, select chefs, encourage culinary college participation, set date for event, competition guidelines, determine awards for students and chefs

**Comments-Trudy Craven:**

- Goal should read to develop an outline (not execute); remove milestone pieces that don't go with that

**Scholarship-Brittany Johnson:**

- Increase scholarship outreach by developing a best practices document for scholarship directors
- Present outline at November 2019 IBOD meeting
- Start as soon as possible
- Hold 2-3 conference calls with committee
- Set up conference call to discuss steps
- Provide an outline to review and discuss

**Comments-Trudy Craven:**

- It's good to have the background/driver behind the goal
- Change wording to create manual for the purpose of
- Subset of increasing applications
- Increase outreach/applications should be the purpose
- The focus is to create a committee who will create the manual

**EDonline-Chris Wasmer/Christian Triana:**

- Achieved first goal of creating descriptive
- Currently in phase one of the project
- Develop a committee
- Measure and document committee members
- Review and identify top categories from survey
- Present at Design Disruptors in Washington DC
- Formulate an email to reach out to members
- Follow-up with personal outreach to committee members
- Identify chair position
- August kickoff meeting to assign tasks and responsibilities

**Comments-Trudy Craven:**

- Recruit to form (change wording); form a committee
- Add dates to each step

**Development-Leigh Mitchell:**

- Create an overall chapter calendar template for all disciplines for posting on Instagram
- Conference call with Michelle Purcell (Arizona Chapter) prior to June 30<sup>th</sup>
- Finalize and present project at IBOD meeting in November

**Comments-Trudy Craven:**

- Use the word implement (two phase create and implement)
- Define steps of implementation
- Add to review effectiveness

**Conferences-Monica Meade:**

- Develop content for the 2021 Leadership Conference outline
- Complete agenda by November 2019
- Committee will then reach out to panelists/speakers

**Membership/Programming-Sandy Banks:**

- We are going to provide programming to drive membership
- Increase membership by 10% and increase attendance at meetings
- Progress check at every IBOD meeting
- Milestone will be increase of membership by 10%
- Identify key events that increased membership

**Comments-Trudy Craven:**

- Add end date for increased membership goal
- Might need to add subsequent goals for additional years
- You want to add a set date to measure your goal by

**NEWH Ambassadors-Michelle Finn:**

- Advocate and champion NEWH and its mission
- Support NEWH by word of mouth
- Leverage our industry connections and relationships
- Create business and additional growth opportunities
- Attend NEWH events (local and national)
- Share and communicate ideas and best practices
- Meet via conference call twice per year
- Report to either President/Past President/Executive Committee

**Comments-Trudy Craven:**

- Make time to review roles and responsibilities; reviewing and implementing the job description is key
- Review expectations to ensure they are still fitting
- It's difficult to hold someone to expectations if they're not sure what they should be doing

**Cindy Guthrie:**

- Welcome Canopy by Hilton recently added to the BrandED line-up
- A huge shout out and big thanks to some of our chapter such as Pittsburgh and Cincinnati who have grown their membership

**BrandED-Debbie McKelvey:**

- Just finished Marriott Tribute in NY
- June 20<sup>th</sup> Canopy in Minneapolis
- Dallas (June)
- Seattle (September)
- Everyone is excited to attend the events
- Questions contact Debbie: [debbiemckelvey@bernhardt.com](mailto:debbiemckelvey@bernhardt.com)

**BrandED-Trisha Poole:**

- Thank-you to Debbie McKelvey for her commitment to growing the new initiative
- Adding Hilton was a huge accomplishment
- Passing of Stephano Delorenza; our hearts and prayers are with the family
- Memorial scholarship started (Atlanta Chapter): <https://newh.org/memorial-stephano-delorenza/>
- IHG is still connected and interested they need some time and space but would like to stay involved Melissa Pierce might step in his place
- Marriott is super excited to continue with BrandED
- Will be awarding a BrandED scholarship during the 2019 Lodging Conference
- Goal to award a scholarship at ALIS
- Great to gain high level acknowledgement at different platforms

**MOTION TO ADD POSITION TO NEWH, INC. BOARD OF DIRECTORS**

Date: May 14, 2019

Motion Number: 3

I, Trisha Poole, move to add the position of Director/Education to the NEWH, Inc. Board.

Motion seconded by: Christine Wasmer

VOTE COUNT: STATUS OF MOTION:  
 YEA: 11 NAY: 0 ABSTENTION: 0 Carried:  Defeated:

**MOTION TO ADD POSITION TO NEWH, INC. BOARD OF DIRECTORS**

Date: May 14, 2019

Motion Number: 4

I, Trisha Poole, move to add the position of Director/Brand Relations to the NEWH, Inc. Board.

Motion seconded by: Fernando Diaz

VOTE COUNT: STATUS OF MOTION:  
 YEA: 11 NAY: 0 ABSTENTION: 0 Carried:  Defeated:

**MOTION TO ADD POSITION TO NEWH, INC. BOARD OF DIRECTORS**

Date: May 14, 2019

Motion Number: 5

I, Trisha Poole, move to appoint Debbie McKelvey to the position of Director/Brand Relations on the NEWH, Inc. Board.

Motion seconded by: Fernando Diaz

VOTE COUNT: STATUS OF MOTION:  
 YEA: 11 NAY: 0 ABSTENTION: 0 Carried:  Defeated:

**MOTION TO ADD POSITION TO NEWH, INC. BOARD OF DIRECTORS**

Date: May 14, 2019

Motion Number: 6

I, Trisha Poole, move to appoint Leslie Anderson to the position of Chair/BrandED on the NEWH, Inc. Board.

Motion seconded by: Brittany Johnson

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VOTE COUNT:

STATUS OF MOTION:

YEA: 11

NAY: 0

ABSTENTION: 0

Carried:

Defeated:

**MOTION TO ADJOURN**

Date: May 14, 2019

Motion Number: 7

I, Brittany Johnson, move to adjourn the NEWH, Inc. Board of Directors Meeting at 4:45pm PST.

Motion seconded by: Fernando Diaz

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VOTE COUNT:

STATUS OF MOTION:

YEA: 11

NAY: 0

ABSTENTION: 0

Carried:

Defeated: