

Regular Meeting of the APMP Board of Directors

Date:	May 21, 2023		
Purpose:	Regular Meeting of the Board of Directors		
Notice:	<ul style="list-style-type: none"> • Notice provided on December 20, 2022 • Materials provided on May 10, 2023 		
Invitees			
P	Alison Coon - Chair	P	David Gray – Vice Chair
P	Steven Coles – Past Chair	P	Leigh Ann Newman
P	Bette Sturino	P	Kumiko Shikimachi
P	Stacey Lee	P	Erin Green
P	Heather Finch	P	Sunil Agrawal (arrived late)
P	Sarah Miranda	P	Amy McGeady
P	Abhilasha Shiva	P	Jamie Ninneman
P	Andrew Goldman – Secretary (Ex Officio)	P	Rachel Thompson
P	Julia Duke – COO (Invitee)	P	Rick Harris – CEO (Ex Officio)
P	Kimberly Kissel (Invitee)	P	Jay Denslow (Invitee)
		P	Translation and AV Staff (Invitee)
	<ul style="list-style-type: none"> • Secretary note – Secretary changed to “Ex Officio” as Secretary attends Board meetings as a result of the “Secretary” role. Ex Officio is the proper designation. 		
Agenda			
<p>BOD Meeting AGENDA May 21, 2023 9:00 AM – 3:00 PM La Coquina Meeting Room Hyatt Grand Cypress Orlando, FL</p> <p>Supporting Documents: <i>This agenda and supporting documents are in the corresponding APMP (Association of Proposal Management Professionals) BoD meeting folder on SharePoint.</i></p> <ul style="list-style-type: none"> • Roll Call – Julia Duke, COO • Call To Order – Alison Coon, Chair • Welcome and Opening Remarks, Coon <ol style="list-style-type: none"> APMP Financial– Rick Harris, CEO/Julia Duke, COO (10 minutes) <ol style="list-style-type: none"> YTD performance (Harris) BPC (Bid & Proposal Con) Financial performance (Duke) Votes <ol style="list-style-type: none"> No Votes 			

3. **Staff Reports -- Coon** (10 Minutes Each/ 30 minutes)
 - a. Julia Duke – BPC, Events, and Corporate Memberships, Future BPC sites
 - b. Jay Denslow – Marketing Hires, IMIS Update
 - c. Kimberly Kissel – Certification/Micro-Certification, ATOs transitioning to APMG

4. **Committee Reports -- Coon** (45 Minutes Each/ 3 Hours)
 - a. Member Service Benefits – Lee, Miranda, Thompson, Newman, Sturino, Finch
 - b. Future Forecasting – Coon, Gray, McGeady, Coles, Ninneman, Agrawal
 - c. Corporate Membership – Coon, Finch, Coles, Green, Shaffer, and Ninneman
 - d. Strategic Growth – Gray, Sturino, Shikimachi, and Shiva

5. **Generative Discussion** (1 Hour)
 - a. **Where Does APMP Want To Be in Ten Years** – A discussion about the size of membership, budget, staff, programs, and anything else you can think of.

6. **Strategy** (30 Minutes)
 - a) **Five Things We Have to Do This Year and Five for Next Year?** – (1 Hour) What’s on your APMP wish list for the remainder of the year and next? Discuss member benefit projects/programs, ideology, growth mindset, etc.

7. **Consent Agenda – Coon** (5 minutes)
 - a. Approval of Meeting Minutes
 - b. CEO (Chief Executive Officer) Report
 - c. BPC Reports
 - d. Committee Reports (in the APMP BoD meeting folder on SharePoint)

8. **Chapter Engagement Committee Update – Newman** (10 minutes)

9. **Baachu Update – Harris and Goldman** (5 minutes)

10. **Future Events – Duke** (10 minutes)
 - a. BPC 2023 Orlando (Now!)
 - b. Women’s Virtual Summit Online (July)
 - b. Capture & Business and Development Conference Online (November)
 - c. APMP Awards Online (December)

11. Final News – Board

A Reminder: Why We Do What We Do

- **APMP Mission:** APMP's mission is to be the trusted leader serving a global bid and proposal professionals community.
- **APMP's Vision:** To be the internationally accepted authority serving and educating everyone who wins business to drive revenue for their organization and to be the industry that serves all industries.
- **Three Questions Rule:** Before investing in any program or initiative, we will ask these questions. Will the investment:
 1. To contribute to the personal/professional development of our members.
 2. Increase membership in the association?
 3. Deliver a measurable return on investment (ROI) to the association.

Notes

Resignation of Nicole Shaffer from the Board of Directors (before the start of the meeting)

- Nicole Shaffer delivered a resignation letter in person.

The in-person meeting began at 9:10 am EDT, with 14 of 15 voting members present.

Opening

The Board's Job is to set the direction to take APMP from where we are now to where we want to be

Financials

- APMP is growing and having a great year financially. This allows APMP to plan new events, provide new and better benefits and stabilize in the future.
- Membership – The line item is lower, but it's due to a new method of allocating those funds at the start of this year. This will be corrected in next year's budgeting.
- Events – Significantly better as of the April report (which is before BPC)
- Certification – We closed out the first quarter strong.
- Publication – A line item that is still modest but continues to build.
- Overall – Better by 3% of last year's revenues before BPC numbers.
- Investments are performing poorly – that's based on the market, and there is nothing that APMP can do.
- A new marketing person is starting June 5. She is with us here at BPC - Chandler Martin.

BPC Orlando Update

- Revenues are high, and expenses are high (a lot of people to feed)
- 1,155 registrants this year, 1040 in 2019 (Orlando). Our members responded to Florida, and every Affinity Group had more attendance than any other year.
- Alison – I don't want it to go unnoticed that a lot of this is due to Julia organizing and controlling contracts and saving money.

Staff Reports

Julia Duke - COO

- Women's Virtual Summit is coming up.
- Leadership Conference
 - Directed for people who want to develop as leaders, both at work and at APMP
 - Focus on general leadership qualities, not just proposal leadership
 - Born out of Strategic Growth Committee.
 - Use the committee to organize an agenda and seek out speakers (mostly outside). Then create a repeatable program for the Leadership Academy.
 - Target Audience
 - Mid-level people who want to step up
 - Senior-level people who wish to improve.
 - Eventually will result in a Leadership micro-certification
- Capture and Business Development Conference - CBDC
 - It used to be an in-person regional event in DC. COVID forced us to move it online, and it became much more widely attended.
- BPC Europe – Barcelona
 - Amsterdam is expensive. We found a new home in Barcelona and hope it will raise attendance.
- Corporate Membership
 - 373 corporate memberships, which totals almost 7,000 memberships
 - With corporate memberships, we offer significant discounts for memberships and events, but not our certifications
 - Introduced an economic forecast that goes out monthly and provides information to corporate members
 - A lot of corporate members are global organizations
- Future BPC US Sites
 - 2024 New Orleans
 - 2025 Nashville
 - 2026 Denver
 - Beginning with our 2027 site selection, we will contact the PRIDE Affinity Group for their help with the selection process and city recommendation. The PRIDE Affinity Group members will be a part of this decision moving forward.

Marketing/Database – Jay Denslow

- The past year has been supporting the sustainable premium membership experience.
 - Launched APMP store, APMP TV, CEU tracker, Member December, and a new BOK
- This year, more time into internal projects, platforms, and programs
 - New in-house *APMP Reporter* (developed by APMP instead of a third party)
 - Lower costs and APMP gets the 100% of the sponsorship revenues
 - Improved our sponsor and exhibitor sales through an online catalog
 - Added new channels to APMP TV – Chapter content channels UK, member podcasts, Midwest
 - Two micro-certifications launch on 5/23
- Completed our IMiS transition
 - Communities – a central hub for Chapters to have resources and documents, a Wiki, a blog option, includes discussion forums.
 - Setting up affinity groups and some committees
 - Timeline – hopefully within about a month
 - Administration - figuring out, but it is controlled by HQ for now
 - Data Vendor coming to fill in data gaps and help organize data this summer
- We need to get better at what we are currently doing from a marketing perspective
 - New Marketing Campaign Manager
 - The database contains 30,000 people w/ 12,000 members
 - Creating intentional communications channels and campaigns for the other 18,000
 - Build better analytical mechanisms and data
 - Determine how well our content is being received and if we are getting the right content to the right people.
 - Question: There is an ongoing budget for IMiS. When will it be there
 - Answer: Annually, \$30k-\$40k into the funding for technology upkeep. Many IMiS elements were set up quickly and are now being automated
 - Continue to lay the foundation to keep our status as pioneers in the industry.
 - Build out APMP TV – more channels and more content
 - Reimagine Winning the Business Blog
 - Explore new ways to communicate with the audience (text, mobile apps)
 - More promotion of our content as “CEU worthy.”

Certifications - Kimberly Kissel

- Primary Focus – Micro-certifications
- Bid and Proposal Writing is being released on Tuesday (50 questions online exam aimed at proposal writers and managers)
- Graphics is in process for a Fall launch, based on the Action/Caption section of the

BOK.

- Price to Win – Early stages of identifying a committee.
- Certification Day is sold out!
- Transition Management of ATOs to AMPG
 - New ATO Agreements have been signed with APMP.
 - APMP is working on the transition and its service agreements.
 - Official management of the ATOs starts on July 1

Kimberly Kissel and Jay Denslow left the meeting.

Generative Discussion

Where Does APMP want to be in 10 years?

- More Executive Presence in the Association (*All but Member Benefits*)
 - Presence of Executives – something meaningful to offer that senior people feel value in being in the community and giving back to the community.
 - *Fits in all committees but Member Services*
- Future of ATOs – *Strategic Growth, Member Services*
- Take Online Events to Live Events – *Member Services*
- Competition/Partnerships – *Strategic Growth*
- Membership Size – 25,000 members, 1,000 corporate – *All Committees*
 - Not just members but active members
- Industry Location for Information/Benchmarks – *Future Forecasting/Member Services*
- Chapter Model – *Strategic Growth, Member Services*
- Grow/Redefine APMP Brand – *Strategic Growth*
 - Especially APMP Certifications
- APMP as a more significant part of the Procurement Community/Discussions – *Future Forecasting, Strategic Growth*
 - Solid PR/media presence/top-down marketing
- Edit the Ecosystem - *Member Services*
 - Clarify the characteristics of an APMP member. Present/Aspirational
 - Build the profile of the profession w/ companies and the public.
- Brand and Target – *Strategic Growth, Member Services*
 - Higher level exposure, everything about winning work
 - Getting the entire career path
 - Understand the motivating factors for the resistance to that change.
- Vendor and Partnerships – *Strategic Growth, Corporate Membership*
 - Members will create events and podcasts, etc.
 - Get Members to volunteer to do it with APMP.

Chapter Engagement Committee (Newman)

- Meet every other month to increase the HQ presence.
- Average attendance 50-100 (more than 50, invite over 200 people)

Baachu Legal Matter

- The most recent notice, right before BPC, had been a month and a half. His legal counsel didn't provide us with any questions. Instead, we got denials and were admonished for being disingenuous.
- We will continue to respect the legal process at whatever pace it takes.
- Being handled by the CEO and Counsel.
- We will continue to bring our complete resources to defend APMP operations and its members in this matter.

Consent Agenda

- **Call to approve to March 30 meeting minutes**
 - **Motion by Thompson, Second by Sturino**
 - **Passes by general consent**

Lunch Break at 11:51

Sunil Agrawal joined at 12:55 (the meeting started again at 12:55)

Committee Reports

- **Corporate Membership (Ninneman)**
 - Looking at possibilities for interactions
 - Content – Corporate is looking for something different than an individual
 - Constraints – Competition for third-party spending, how to show value.
 - PR – Use corporate members as a multiplier of APMP.
 - Challenges
 - Cost – need to focus on value.
- **Member Services (Sturino)**
 - Looking to drive member value and give them access to resources.
 - Affinity Groups
 - Monthly or bimonthly meetings for each
 - A lot of cool things going on (sessions at BPC)
 - International Expansion
 - Intentional with expansion - Israel, Mexico, and Singapore
 - Intentional Career Path
 - Definition – look for board decisions/votes this year.
 - Get Chapters involved at the local level.
 - University Element
 - The university engagement part is already out there.
 - We are now exploring Universities to help them build it out.

- Internship Program
 - The framework is already built out for it.
 - *Survey companies about internship hiring.*
 - Create a “Choose Your Own Adventure” map to give companies a platform to hire and educate people about the business.
 - Question: What about apprenticeships?
 - This will come from the survey process.
 - UK Chapter has an apprenticeship program, and the government recognizes it. It’s a two-year program, and at the end, you qualify with graduate-level qualifications.
- **Future Forecasting (Gray/Coon)**
 - Thought leadership has three goals.
 - Enhancing APMP’s reputation
 - Increasing APMP’s visibility
 - Influencing the Industry Direction
 - Focusing on increasing automation
 - Automated scoring mechanisms
 - **We haven’t formalized the top 3 directions yet, but it’s the direction we are moving.**
- **Strategic Growth (Gray)**
 - Leadership Academy
 - A micro certification/program for leadership
 - Initially, to prepare a pipeline for future APMP Board Directors, but now future leaders in the industry in general.
 - The distinction between leadership and management – focuses on behaviors, not on financial understanding and mechanics of management.
 - Next is the long-range plan.
 - Is that the right cadence?
 - A more aspirational approach – some may not finish in a three-year cycle.
 - Perhaps separate a longer-term vision into its activity
 - Today we talked about a 10-year vision.
 - Format of the annual report
 - **Go into the annual report and provide feedback.**
 - Are the things in the annual report that we give to members how well they are tying off to our long-range plan?

Adjourn at 1:30 pm

Sarah Miranda Motion, Steven Coles - Second

Motion	Made	Second	Y-N-A	Attend
None				
Key Decisions				
None				
Action Items				
Item			Owner	
Review the Annual Report and give feedback on the format			All	
Finalize the top 3 directions for future forecasting			Gray	
Survey companies about their intern hiring processes			Sturino	
Coordinate Bid and Proposal Certification with the ICP team.			Lee/Kissel	