

BOARD OF TRUSTEES MEETING MINUTES
THE WILD CENTER
October 11, 2013 – The Wild Center, Tupper Lake
1:00 PM – 5:00 PM

Board Present:

Tom Aydelotte, Joe Beck, Lynn Birdsong, Jim Carr, Obie Clifford, John Colston, Connie Ferguson, Charles Frenette, Rick Godin, Nancy Howard, Mike Hunsinger, Dave Johnson, Thomas Jorling, Betsy Lowe, Paul Maroun, Nancy Simpkins, and Karen Thomas.

Board/Advisory Board Present via Web Ex: Paul Alioto, Bill Hutchens, John Huwiler and Dan Sullivan.

Board Absent:

Amy Elrod, Michael Bettmann, Lynn Fox, Robert Friedman, Peter Kindler, Claire Leonardi, Chris McFadden, James Schoff, Sandra Strader and Charles Svenson.

Advisory Board Present:

Lee Bailey, Tim Barnett, Martha Bullock, Barbara Grose, Linda Rosenstock, Jack Ryder and Eugene Zeltmann.

Staff/Consultants Present: Marci Bencze, Hillarie Logan-Dechene, Robin Ellis, Jamie Ford (via Web Ex), Howard Fish, Jen Kretser, Bob Kronenberger, Christine Owens and Stephanie Ratcliffe.

Welcome

Discussion: Lynn Birdsong welcomed all in attendance and thanked Board members who were in the room as well as on Web Ex for their participation. He then welcomed newest Advisory Board member Martha Bullock and asked Board members in attendance to take the time to introduce themselves to her. He stated that Martha and her family live in Lake Placid year-round and that they have children in the Lake Placid school system. Her husband is a surgeon and she is a geologist.

Obie Clifford took a few moments to acknowledge two of The Wild Center's earliest Trustees who would be stepping down from the Board, Jim Carr and Bill Hutchens, stating that the day was special in many ways. Obie took a few moments to share a brief history of each Trustee with the Board. He stated that Jim Carr joined The Wild Center in February of 1999 and became a Board member in March of 1999. He also stated that Jim had received many awards locally, and was a former engineer at General Electric which was very important during the museum's construction phase. Jim was also the first Chairman of the Personnel Committee and designed the first Membership drive.

Obie then took a few moments to speak about Board member Bill Hutchens who will be moving to the Advisory Board. Obie stated that Bill went to Dartmouth. He also said that Bill was the first President of the Adirondack Landowners Association, Chairman of the

Audit Committee as well as Vice President of the Board of Trustees. Obie stated that it had been fabulous having Bill on board and then invited Betsy Lowe to say a few words about both Jim and Bill.

Betsy stated that she was really honored when Stephanie Ratcliffe asked her to say a few words. She began by stating that all Board members were special, especially Jim Carr and Bill Hutchens. She said that they were both model Board members and that their time, talent and expertise have been invaluable to the Board. She stated that they were both very hands on and said that it was Jim Carr's idea to introduce a Charter Membership. She stated that Jim had set the groundwork for press and public outreach. Betsy also said that Bill Hutchens came on the Board at the very beginning and brought credibility with his affiliation with Pricewaterhouse Coopers which she said helped add prestige to the organization. Bill Hutchens, who joined the meeting via Web Ex, stated that he had met so many terrific people and was thrilled that he had gotten the opportunity to work on such a great project. He thanked everyone and stated that he wished he could be at the meeting in person.

Obie Clifford then read the following two resolutions and asked for Board members to vote on them:

Resolution #1

"Whereas, James B. Carr joined with Betsy Lowe in the early exploratory stages of The Wild Center starting in the Fall of 1998, and served for over 14 years starting in March 1999, as a member of the Board of Trustees of The Wild Center, and

Whereas, he played an important role in the creation of the initial Membership program at The Wild Center, and in serving as the first Chairman of the Personnel committee, helped to develop and execute personnel policies and procedures, and also acted as newsletter editor, and served on the Building and Grounds committee, and

Whereas, by his many contributions, both personal and professional, he has demonstrated his deep loyalty to The Wild Center, and

Whereas, staff and fellow Board members want him to know that he has served The Wild Center well, and will be missed.

Now, therefore, be it resolved that the following resolution and proclamation be recorded in the minutes of The Wild Center:

Resolved, that the Trustees, Executive Director, Staff and Friends of The Wild Center in Tupper Lake, New York honor James Carr for his fourteen years of dedicated service as a member of the Board of Trustees of The Wild Center through its founding and early years".

Resolution #2

“Whereas, Bill Hutchens served, starting in February 1999, as a member of the Board of Trustees of The Wild Center, and

Whereas, he played important roles as Vice President of the Board, member of the Executive Committee as well as Chairman of the Audit Committee at The Wild Center, and

Whereas, by his many contributions, both personal and professional, he has demonstrated his deep loyalty to The Wild Center, and

Whereas, staff and fellow Board members want him to know that he has served The Wild Center well, and he will be missed.

Now, therefore, be it resolved that the following resolution and proclamation be recorded in the minutes of The Wild Center:

Resolved, that the Trustees, Executive Director, Staff and Friends of The Wild Center in Tupper Lake, New York honor Bill Hutchens for his fourteen years of dedicated service as a member of the Board of Trustees of The Wild Center through its founding and early years”.

Action: Both resolutions were unanimously approved.

Nancy Simpkins motion, Joe Beck second.

Nancy Simpkins then presented Jim Carr with a maple pen engraved with The Wild Center logo, one would also be mailed to Bill Hutchens. Jim Carr then said a few words. He said that he has tried to introduce The Wild Center to members of his retirement community and he said that six people have come to visit the museum and described it as a big city museum with a small town feel. He also mentioned that they are doing Distance Learning from 300 miles away.

I. Approval of Minutes

Discussion: Minutes of the July 8, 2013 meeting were unanimously approved.

Nancy Simpkins motion, Mike Hunsinger second.

Action: N/A

II. Report from the President

Discussion: Lynn Birdsong stated that the work that had been done to date on Wild Walk was nothing short of remarkable. He thanked Stephanie Ratcliffe for pushing for the project and stated that it was a testimony to a group of people committed to making something happen. He said that Wild Walk has the

potential to be the current iconic structure in the Adirondacks. He said that in the beginning people were investing in the idea to build The Wild Center and that he hoped people would also invest in this new iconic structure.

Lynn also stated that the summer had been incredible with the launch of the campaign, the Fests, the Skybreaking event, the transport of the Wild Walk model to many different venues as well as the maple project. He asked Board members to take their hats off to the staff who have helped to make it all possible. He also gave a special thanks to Bob Kronenberger and the Finance Committee for all of their work in dealing with banks to help secure the best possible loan terms for Wild Walk.

III. Report from the Executive Director

Discussion: Stephanie Ratcliffe began her report by sharing some recent highlights with the Board:

- Senator Kirsten Gillibrand came for a visit and viewed the Planet Adirondack exhibit as well as the mobile sugar shack. She stated that the targeting message for the Senator's visit was to garner support for a USDA grant.
- Wild Walk model to the state fair. It was set up in the Hall of Progress and viewed by thousands of people. Hillarie Logan-Dechene got a chance to speak with Lt. Governor Duffy, he was very interested in the project.
- New York State Secretary of State Cesar Peralas visited The Wild Center, he and his group were given a tour of the maple sugar shack. He had never been in a sugar shack before.
- Jen Kretser talked to Congressman Bill Owens about a USDA grant opportunity at someone else's event.
- Hillarie Logan-Dechene attended an IMLS Grant award ceremony as The Wild Center was a grant recipient. These grants which are federal dollars are highly competitive.
- The Pipeline – Youth Climate Summit to TWC interns – Meadow Hackett and Thomas Potter who were both original participants of the Youth Climate Summit have served as interns – this is very exciting. Meadow is currently studying abroad in Scotland and Thomas just sent a note to catch everyone up on his recent adventures.
- Whiteface Exhibit and Live Cams – On The Wild Center website, 90,000 people have read one, both or many of the stories on the website since it went live.
- Butterflies and Buzzfest – Went great, excellent attendance.
- Flavorfest – Cars were parked all along the entrance drive, was very successful.
- Curt Stager and Rob Carr applied for and received a NSF grant to develop a college course based on climate change.
- The Wild Center received a \$100,000 NYSERDA grant to increase the efficiency of the pellet boiler by adding more storage. The program officer said that The Wild Center is setting benchmarks for New York State and

Massachusetts as well as other parts of the country on solar thermal storage standards.

Joe Beck stated that the solar thermal storage story sounds like a great story to share. Jen Kretser stated that she went on a tour of Saranac Lake schools where they installed a pellet boiler and are saving \$13,000 a month on heating costs. She said that they saw it here at The Wild Center first. Stephanie Ratcliffe took a moment to thank the original finance committee for approving the pellet boiler installation. Lynn Birdsong stated that it was a case of the Board trusting an idea, now it is being used as a model for other places. Karen Thomas stated that someone should do a short story on “Big Blue” (the pellet boiler) so other people can hear the story. Lynn Birdsong stated that Marsha Stanley had mentioned that it was great that The Wild Center can turn on a dime and get things done.

IV. **Wild Walk Update**

Discussion: Stephanie Ratcliffe asked Bob Kronenberger to give Board members an update on loan research as well as exhibit construction and funding. Bob Kronenberger reported that we had signed a commitment letter with Community Bank for a construction loan that will convert to a term loan upon exhibit opening for a maximum of \$3.5 m. Some of the specifics of the loan are:

- 7 year term
- Monthly interest payments and an annual principal payment.
- If not paid after 7 years there will be a balloon payment.
- Proceeded with loan because interest payments are reasonable currently.
- No mortgage owed or liens on the property.
- Part of the loan requires that we contribute \$500,000 in equity.
- No penalty for pre-payments.
- Trying to close on loan before the end of the month.

There was then discussion regarding the loan terms as well as The Wild Center’s investments and gains. Stephanie Ratcliffe then asked Board members to take a look at the two resolutions that were in their packets as there would need to be a vote. The following two resolutions were then presented for Board approval:

Resolution #1:

“RESOLVED, that in order to induce **COMMUNITY BANK, N.A.** (“Lender”) to extend to the Natural History Museum of the Adirondacks (“Company”) a certain construction loan of up to \$5,000,000 which will convert to a term obligation of up to \$3,500,000 and a certain line of credit in the maximum principal sum of \$500,000 (collectively said obligations are hereafter referred to as the “Loan”) this Company shall execute and deliver to Lender all promissory notes, all other documents evidencing and securing the repayment of the Loan and all other documents and items required by Lender as a precondition to the granting of such Loan and pay all expenses and perform all

conditions required by any and all documents executed and delivered in connection therewith; and it is further

RESOLVED, that to further secure all such obligations to Lender under the Loan and any documents executed and delivered in connection therewith, this Company is authorized to execute and deliver to Lender all agreements, security agreements, and all other necessary documents and items in order to grant in favor of the Lender a security interest in all capital pledge receivables to be made to the Company in connection with the Company's present capital funding campaign including but not limited to all documents referenced on Schedule A attached hereto; and it is further

RESOLVED, that any and all agreements, notes, security agreements, pledges, financing statements and all other documents relating to the Loan shall be in such form and contain such terms, provisions, conditions, stipulations and agreements as shall be agreed upon by the agents of this Company and by the Lender; and it is further

RESOLVED, that Stephanie Ratcliffe, Executive Director or Robert Kronenberger, Director of Finance and Administration, be and each of them acting alone are hereby authorized to execute and deliver on behalf of the Company all documents hereinbefore or hereinafter mentioned to be signed by the Company. Notwithstanding any other provision of these resolutions, the person executing the aforesaid documents is authorized to assent to changes, insertions, omissions and modifications of the same. The execution of said documents by such persons shall be deemed to be complete with full approval of any such changes, insertions, omissions and modifications; and it is further

RESOLVED, that the agents of the Company do and hereby are authorized and directed to do or cause to be done all such other acts and things and to execute all such other documents, certificates and instruments as in their judgment may be necessary or advisable in carrying out the intents and purposes of all the resolutions adopted at this meeting, and all actions heretofore taken by the agents of the Company in connection with the subject matter of the resolutions adopted at this meeting are hereby approved, ratified and confirmed in all respects; and it is further

RESOLVED, that the Company execute and deliver such resolutions as may be required from time to time by the Lender; and it is further

RESOLVED, that all of the foregoing resolutions are in furtherance of the lawful purposes of this Company; and it is further

RESOLVED, that the resolutions adopted herein shall take effect immediately and the Lender is authorized to rely upon such resolutions until written notice of any change in said resolutions, which shall not affect any actions taken prior to the receipt of such notice.

Resolution #2

RESOLVED, that in order to induce **COMMUNITY BANK, N.A.** (“Lender”) to extend to the Museum a certain construction loan of up to \$5,000,000 the Museum must demonstrate that it has contributed the cash equity of \$500,000 required by the Lender towards the total cost of the Wild Walk construction project. The Board hereby approves the use of \$500,000 from the Unrestricted Board Designated Endowment Fund for such purpose.

Action: Resolution #1 was unanimously approved.

Joe Beck motion, Charlie Frenette second.

Resolution #2 was unanimously approved.

Joe Beck motion, Charlie Frenette second.

Tom Jorling asked if the Museum had been pleased with the contractors to date. Stephanie Ratcliffe stated absolutely. She said that Northland Associates won through a competitive bid process and stated that Dan Sullivan has worked with them extensively at St. Lawrence University and that they have always been on time and met budget. She reported that they have been fantastic. She also mentioned that the Principal’s from Hellmuth, Obata and Kassabaum (HOK) have moved on from HOK but that they are independently working on the project as the project architects. They have been working very closely with the museum on the project to ensure that it meets all of the grant requirements.

Lynn Birdsong asked about insurance requirements. Bob Kronenberger stated that nothing different had to be done at this point in time and that there were no issues as of right now. Lynn then stated that what had been accomplished to date was amazing and that one year from now the structure of Wild Walk would be completed.

There was then discussion regarding how much money was still left to be raised. Lynn Birdsong stated that many projects have been very successful being started without being fully funded, He stated that people like to invest in “things”. He stated that over the summer we started calling on Board members and friends of The Wild Center to create a larger pool of people to draw from and stated that people had been pledging on top of what they had already pledged. He stated that Karen Thomas was looking for 100% Board participation and he asked people to contact Karen or Hillarie Logan-Dechene to give. He stated that every gift counts. Tim Barnett stated that it is important to get Wild Walk paid for by the time it is built and that we also need to fund the Annual Fund. He asked how to balance both priorities.

Obie Clifford stated that one of the aces in the hole are bequests and reiterated that Board members should be sure to include The Wild Center in their wills. He stated that in the long term, bequest dollars are what help to create an endowment. Tim Barnett stated that the Nature Conservancy received a gift from a percentage of someone’s 401 K. He stated that this makes an easy way to give a bequest. Obie Clifford stated that if

you have a 401K or some kind of profit sharing option you end up paying a lot of taxes. He said that giving in advance makes it painless. Lynn Birdsong stated that all of the points that had been brought up are valid and real and that we have discussed the risks of moving forward as well as the risks of not moving forward and there is a much greater risk not doing it. Obie Clifford compared the risk to the risk taken back in 2004 when the museum was being built. He stated that a lot more money needed to be raised and that if the museum had not already been under construction, Governor Pataki may not have given the \$6 million so he is confident that we can raise the money needed.

V. Development/Campaign Report

Discussion: Hillarie Logan-Dechene then gave her Development/Campaign Report. She reported that the Annual Fund was on track but that it was too early to tell where we will end up. She stated that Development was coordinating Annual Fund with Campaign efforts saying all had been incredibly generous and that the department was grateful for the support. She thanked Board members not only for their monetary support but for their help in making connections and engaging others. She stressed the importance of speaking with people rather than just sending an email or a letter. She stated that all of the things that we are doing (i.e., programs, fests, Youth Climate Summit) are important in attracting people, especially new people. Obie Clifford stated that personal notes are so important in getting people to give.

Hillarie then spoke regarding the soliciting packets that were handed out to Board members and told them what they should expect to find in the packets. Obie Clifford said that they were offering people an opportunity to support The Wild Center, not a burden. Hillarie stated that a wrap up letter would be sent out on 11/15. She said that if everyone gave what they gave last year, \$500,000 in new money would still need to be raised.

Hillarie then spoke about a membership packet that had also been handed out to Board members in attendance which she said discusses the monetary value of a membership. She stated that members are our best word of mouth. She then shared some highlights from the handouts:

- In 2012, membership was even or up slightly, in 2013 we are on track to provide similar results.
- Year-to-date, membership numbers are down 8%, while membership income is down only 3%. All of the numbers for September are not in, and we expect the membership should be close to 3,050 by year's end, compared to 3,013 at the end of 2012.
- One-quarter (25%) of members upgraded their membership level in 2013, while only 8% downgraded, explaining in part why membership income is close to even with last year.

- New memberships are up 12% and the preferred levels for new members are Family (67%), Extended Family (17%), and Individual (11%), which together account for 95% of all new memberships.
- Working with the Membership Ad Hoc Committee, we simplified the membership levels starting in May, 2013, and enhanced the benefits. Two membership levels were discontinued (Family Sponsor and Individual +1)
- Now that we have an updated membership program with more attractive benefits, the goal moving forward is to increase new member sales by a combination of improvements to the on-site sales program, work with PR and web developers to improve the online promotion of membership – including the promotion of membership to those who may never visit the museum and explore additional membership options such as business and corporate memberships.
- A doubling of new member sales – from 330 to 750 new members per year – would be the goal for sustaining the membership program at 3,200 – level.
- We currently sell a new membership to 2% of families visiting the museum (who are not already members), so we need to double that rate to 4% - or 4 out of every 100 non-member families – in order to experience membership growth year after year.
- The average member spends \$82 on their membership and contributes another \$33 (40% more) in various ways, for a total contribution of \$115 per member, on average.
- The net income per member is \$67 and a preliminary look at the return on investment for the membership program indicates that the program nets \$196,650 with an ROI of 140%.

There was then discussion regarding support from foundations. Gene Zeltmann suggested taking a look at the GE Foundation as a potential funder. There was a question about why foundation support was on the decline this year and Hillarie stated that some places decided not to give this year. Hillarie also shared a Wild Center Grant Activity report with Board members. She stated that as a result of the Broadband and Distance Learning grant opportunities, the museum was asked to host a USDA Broadband Summit which will bring in many new people. Hillarie stated that we are trying to increase our livelihood and enhance the odds of being awarded grants in the future.

Lynn Birdsong stated that grants have become an important function of the Development Department and that they are helping to get the museum known, saying that they have cleared hurdles to get us considered for other grants. He stated that he would like people to want to invest to help make a difference in the Adirondacks and beyond.

VI. Financial Report

Discussion: Bob Kronenberger went over the highlights of the financial dashboard that was handed out in the board packets:

- Visitors through September overall were up 3%
- Paid admission was down 5%
- Member visits were up 28% from a year ago
- Total membership seems to be leveling off
- Through August, overall revenue was at 14% or \$259,000 which is 11% less than in 2012
- Restricted grants were at \$300,000 through August
- Admissions were 3% below last year
- Contributions were \$189,000 under budget which is \$144,000 less than last year
- Board Designated Endowment contributions were at \$.5 million through August but better than last year at the same time
- Membership revenue is 17% below budget through August
- Store operating budget is even
- Café operating is \$10,000 below budget as a result of rising food costs
- Expenses were \$135,000 under budget but \$145,000 over last year
- Salary and Benefits are still the largest expense, \$32,000 below budget through August and 3% over 2012
- The increase over last year was due to the restoration of the furlough

There was then some discussion regarding The Wild Center's investments. Gene Zeltmann asked if the museum should consult with a financial advisor after the Board Designated Endowment reaches a certain point. Lynn Birdsong stated that a large sum of money is being kept in money market funds because of the instability of the markets. He said at this point the distribution was 60/40 which was very conservative.

Stephanie Ratcliffe then shared that the Tupper Lake Rotary had committed \$5,000 towards Wild Walk and stated that it was great that The Wild Center was a corporate member of such a wonderful and civic minded organization. Mike Hunsinger stated that he had invited Rick Dattola, who is the President of the local Rotary Club and part owner of Tupper Lake Supply which is a local building material supplier, to the Campaign launch party. He said that Rick had stated that the museum was a very important part of the community.

Action: N/A

VII. Governance Reports

Discussion: Lynn Birdsong reminded Board members that the Ad Hoc structure came from a series of meetings to determine what committees were needed. He

stated that it is still an experiment. He then spoke briefly about the sustainability of the museum:

- A long term sustainability plan is important to sustain The Wild Center.
- Need to help Development demonstrate to the outside world that the museum is sustainable over the long term.
- Over the summer, Lynn met with some Board members to discuss the notion of forming an Ad Hoc Sustainability Committee. It was suggested that a document or prospectus be created that makes the case for The Wild Center to help encourage people to be comfortable investing.
- Lynn stated that there was a five year plan but that it needed to be updated.
- Stephanie talked about revisiting the Strategic Plan stating that it was still a good document but that the organization has changed which would warrant some changes being made to it.

Lynn Birdsong stated that The Wild Center is an entrepreneurial idea creating organization, saying all of its projects started as an idea (the maple project, the pellet boiler). He asked the question, how do we monetize those ideas to help sustain the museum? It was then suggested that Charlie Frenette, Chris McFadden and Joe Beck be part of the group to start pulling things together to form the Sustainability Ad Hoc Committee. Lynn stated that there was also a group looking at the physical plant and what will need to be done. He said that things are going to need replacing in the near future. Nancy Howard asked if a document were created regarding the sustainability of the museum, would it help to define the mission. She also stated that she realized that she hadn't been talking much about Wild Walk but had spent more time marketing what was already here. She asked if we were going to find some way to link the museum and Wild Walk stating that the museum was new, now Wild Walk is really new. Lynn Birdsong stated that he didn't want the two to be viewed as different places. Howard Fish stated that it was all about helping people see the world with a new set of eyes, just adding a different set of lenses. He said that Wild Walk was not a new ride, just an extension of what we already do. Howard then stated that he had been talking with a group regarding doing research about how people feel about The Wild Center to make sure we are speaking strategically based on research that we can depend on. He stated that it will help form a series of surveys to gauge people's attitude toward The Wild Center.

Stephanie reported that Mike Hunsinger has been working on a building and grounds spreadsheet showing what needs to be done in the next ten years.

Stephanie then introduced Naturalist Kendra Ormerod who has been spearheading the Distance Learning Ad Hoc Committee with Paul Alioto. She passed out a document that had been created by the committee and then shared with the Board what they had been working on recently:

- They had been working on creating green screen technology to connect with rural and national schools.
- They had recently connected with Linden Ponds retirement community in Massachusetts for adult distance learning education with the help of Board member Jim Carr.
- Were able to be part of a recent NYSIT conference.
- Trying to increase their reach and think beyond just serving schools.
- Hosted Chasing Ice film event, connected with the film maker .
- Broadcasted live to the NYS Broadband Summit – very exciting and great exposure.
- Applied for a USDA grant for Distance Learning equipment in August.
- Wired for Learning Conference coming to The Wild Center. Alan November who is a very important player in the field of bringing technology to the classroom will be the Keynote Speaker.

Howard Fish then gave a brief update on the work of the Website Ad Hoc Committee. He showed a comparison of visits before and after the new website launch and shared some of the statistics:

- Page views were up 40%.
- Pages viewed per visit went up.
- Average visit duration went up 37%.
- Bounce rate is down 16%.
- Mobile device visits were up 167%.

He stated that the ability to build pages on the new site is great. He also said that he would like to see a lot of social sharing on the new site and that it would be great if people came to the site and then shared what they saw. He mentioned that there will be a program developed to launch a brand new page of content every 30 days based on a different topic. He said that there is lots of space to build a better site and that the next stage is to fill in the missing pieces.

VIII. Native American Exhibit

Discussion: Stephanie Ratcliffe took a moment to remind Board members about the Native American project idea. She stated that one year ago the Board was presented a set of proposals for consideration. She said that the idea was to forge a relationship with the Akwesasne tribe. For one year all of the Western labels would be taken down and replaced with the Akwesasne interpretation of the exhibits which would give the perspective of Native Americans. Stephanie stated that we might decide to install something different after the year is over. There was then much discussion about the possibilities if this exhibit were to happen. Stephanie stated that The Wild Center would be co-creators of the exhibit and that it would be their story to tell. Obie Clifford requested an initial pilot before making a one year commitment to the exhibit. Tom Jorling stated

that the Interpreter of their world view would be very important. Paul Maroun stated that there were three different groups of Akwesasne and it was very important for us to work with the right group. Charlie Frenette stated that Stephanie Ratcliffe should put what she is seeking on paper and outline what the commitment would be. Stephanie stated that she would need to schedule a couple more meetings with them to get more information and find out what they are proposing.

Action: N/A

IX. Executive Session

X. Upcoming 2014 Meeting Dates

Monday, January 13, 2014 (NYC)

Monday, April 7, 2014 (NYC)

Monday, July 14, 2014 (TWC)

Thursday, October 9, 2014 (TWC)