MINUTES of the Annual AFA BUSINESS MEETING

December 5, 2024

The meeting was called to order at 2:45 PM ET by President Noah Borton.

Fuller provided the Credentials Report.

> As detailed within the Association's bylaws, the Professional, Affiliate, Graduate, and Emeritus members present at this business session of the Annual Meeting shall constitute a quorum for the transaction of business. As of Thursday, December 5, there are [1,261] eligible voting members of the Association including 1,064 professional members, 116 affiliate members, 58 graduate members, and 23 emeritus members. Additionally, as of Thursday, December 5, there are 1,114 registered attendees at this Annual Meeting.
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> The 1,114 Professional, Affiliate, Graduate, and Emeritus members and Past Presidents present at the business session of the Annual Meeting constituted a quorum for the transaction of business., which constituted a quorum. All directors were present.
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> There were no objections to the Credentials Report.

There were no objections to the Standing Rules, they were approved by unanimous consent.

There being no additions or objections, the agenda was approved by unanimous consent.

President Borton announced that the 2024 Annual Business Meeting minutes will be approved by a Minutes Committee. They will be distributed with the Annual Meeting survey for any corrections or additions from the members.

President Borton next announced that the 2023 Annual Business Meeting minutes and the ceremonial resolutions were previously distributed electronically to the membership. There being no corrections or objections to the 2023 minutes, the minutes and ceremonial resolutions were approved by unanimous consent.

The 2024 Board of Directors were introduced by President Borton.

The Past Presidents were also acknowledged and recognized.

Board Secretary Tara Fuller read the list of resolutions and the list of board service resolutions.

Dr. Joshua Schutts gave a report of the Governance and Nominations Committee. The members of the Governance and Nominations Committee were acknowledged along with the members elected to participate in the nominations and elections process. The Nominations and Elections Report was provided including the election results, new board appointment of Ry Beck, and those continuing Association board service.

Schutts shared additional updates from the Governance and Nominations Committee along with the names of members who will serve on the committee with him as Chair in 2025 including Hailey Mangrum, Dr. Will Frankenberger, Devin Walker, Freddy Juarez, and Allison Swick-Duttine.

President Borton declared those elected to the BOD as Dr. Will Frankenberger and Dra. Viancca Williams.

President Borton introduced the Strategic Initiatives Report and invited 2024 Board Members to share their ‘Forward to 50’ Strategic Plan Champion updates.

Dr. Kate Butler’s update:

> Thank you Noah. The first pillar of the Forward to 50 Strategic Plan is to Develop Professional Competency. Stretch Goal 1 specifically highlights the need for a robust strategy for development at specific levels of professional advancement. In support of this goal, I have focused my work on how members of the Association prepare for Director-level work. Through conversations with many new directors, seasoned directors, and senior leaders, many areas of need were identified including skills in crisis management, budgeting, supervision, strategic planning, assessment, and many more.
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> In order to address these needs, Shelby Flores Hill is directing efforts to invest resources in a variety of developmental opportunities including Intensive Sessions here at the Annual Meeting and AFA Learning. Additional work is underway to review and update support documents that can be made available for members to reference on an as-needed basis.

Joshua Welch’s update:

As we consider Pillar 2 of our strategic plan, Advancing Research, is an exciting opportunity to position AFA as a leader in driving impactful scholarship and to continue to inform research-based practice.
Our vision includes expanding our Annual Meeting to include dedicated research sessions modeled on a symposium-style approach, with opportunities for pre-conference workshops and post-conference support to develop research skills further.

We also recognize that promoting and disseminating research is critical. We're looking to increase visibility through enhanced communication strategies, such as leveraging social media and creating intentional spaces for faculty to connect and collaborate. Faculty have noted the value of tailored opportunities to share their work, and we're committed to meeting that need.

Through these efforts, we'll continue advancing our understanding and impact within the field of fraternity and sorority life.

John Keith's update:

The Association of Fraternity/Sorority Advisors (AFA) plays a crucial role in strengthening the narrative around the critical and essential role of the fraternity/sorority profession. Through its resources, advocacy, and professional development initiatives, AFA helps elevate the value of fraternity and sorority professionals and underscores their vital contributions to fostering healthy, positive experiences within Greek life. Here's how AFA strengthens this narrative:

1. Promoting the value of the profession through PD*
2. Research & Data Collection to support the profession
3. Advocacy for the Profession and Greek Life* (Establishing a communication relationship between the Association & Partners)
4. Setting Standards & Best Practices*
5. Creating a Collaborative Network for Advisors
6. Shaping the Culture of Fraternity/Sorority Life
7. Supporting Risk Management & Well-being
8. Institutional Support & Policy Support

In particular, we've focused on establishing a communication relationship between the Association & its partners. We are focusing our initial efforts on how we articulate the value of the association, particularly around resources, by providing members and institutions with an annual resource inventory. This document aims to make all members aware of the ways in which AFA can and does provide support, strengthening our internal & public-facing positions.

Dr. Kevin Bailey's update:

Bailey shared his work in surveying Senior Student Affairs Officers (SSAOs) to find what they needed from the AFA.

Borton shared about the SSAO Advisory Board

Tara Fuller's update:

> I worked on a goal under the Creating Community pillar, which focused on the Association as a convener and relationship builder with sorority/fraternity headquarters and organizations, umbrella organizations, partner associations, campuses, and industry collaborators. As you might imagine, there is a lot of opportunity in this area, so I began with the not-so-glamorous work of reviewing previous and current memoranda of understanding, or MOUs. Through my review, I found some of our previous MOUs were less collaborative and more transactional. MOUs should act as formal and collaborative agreements between AFA and entities within and adjacent to the fraternity/sorority industry who have common goals and shared mutual benefits from the relationships within which we enter.
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> I found one of our active MOUs, with the Association of Student Conduct Administration, to be a model for future agreements with industry partners who are positioned to support the work of AFA and educate their own professional members. I have made recommendations for future partnership opportunities, position statements that acknowledge our relationships with organizations they may not need an MOU, and ways the Association can be strategic about understanding the categories within which our collaborators fit whether that be fraternal organization, prevention specialist, researcher, or professional association.
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> My recommendations are now with the 2025 Board of Directors and I am excited to learn about the ways in which they seek to engage and convene industry partners in the lion's share of work there is to be done in cultivating long-lasting and meaningful partnerships that benefit AFA's members and our industry broadly.

Hailey M. Bailey's update:

In alignment with the fourth pillar and the goals within it to create community, AFA was proud to launch three (3) pilot Community Collectives this year–Latinx/a/o Fraternity/Sorority Professionals, Professionals Across the Black Diaspora, and Single Professionals Operations - so office of one, not those who are single.

These groups were identified after analyzing the needs of our association as it relates to amplifying belonging and community. They'll serve as affinity spaces for salient identities and professional roles within our membership and will convene and organize activities as identified by the group and its respective Community Collective Coordinators. Activities may include: welcoming professionals into the field and providing navigational capital to retain them, virtual roundtable discussions, professional development programming for the collective or the AFA membership at large, and more.

During the most recent Association Member Sign-Up & Renewal process, one of the registration prompts asks members to indicate their interest in any of the 3 Community Collectives. I'm happy to share that a little over 300 members have opted in to being part of these groups, which reflects a little over 30% of our association's membership.

This would not even be possible without the intentional and tireless work of many individuals, but specifically want to amplify two of those leaders. Manager of Member and Volunteer Experiences, Sarah Hussain… and..Our Shirley-Jefferson Fellow, Dr. Cecilia CC Suarez.

We look forward to assessing success, identifying ways to expand, and strategically collaborating to elevate and advance the work in our profession to be one that prioritizes the multifaceted identities behind our work.

President Borton invited Executive Director Bergeron to provide the AFA Central Office report.

Executive Director Jason Bergeron gave the AFA Central Office report.

Thank you, Noah. It's a pleasure and privilege to be here with you all virtually today as we discuss the accomplishments of our Central Office Team. I'm pleased to be here representing our staff and to share our accomplishments.

The following report highlights AFA's accomplishments over the September 2023 - August 2024 fiscal year. As we walk through those accomplishments, we are excited to tell a story of continued growth, strong clarity of objectives, and the laser-focus that comes with the implementation and actualization of a strategic plan.

First, some context about who we served as members. For 2023 - 2024, AFA recorded 1,167 members. This represented approximately a 6.5% decrease in membership from our previous fiscal year. This decrease does also recognize a shift away from a 'vendor membership' model, and also reflects changing patterns in how non-members access and experience AFA programs. AFA membership has become a much more thoughtful value decision in 2021 and beyond. AFA continues to make thoughtful budget projections around our expected membership numbers over the next few years, knowing that, while there continues to be a strong sense of transition and reorientation within the fraternity/sorority profession that impacts AFA membership, there is still a substantial amount of strategic opportunity for AFA to strengthen its market share within those doing the work of advancing sorority and fraternity communities. 2024-2025 membership numbers have already exceeded previous membership year totals by about 8%, reflecting an increasing value in AFA membership and the package of benefits that AFA membership provides.

The 2024 fiscal year brought forward movement on our AFA's 2022-2026 Strategic Plan 'Forward to 50'. 'Forward to 50' further built upon the work of AFA's Strategy Recalibration Project that helped to deliver a clearer mission, vision, and pillars to our community. Our work is laser focused on our strategic plan, and many of our accomplishments in fiscal year 2024 reflect our commitment to that plan, a few of which I'd like to share with you.

- In March 2024, AFA released 'AFA Learning', our on-demand learning platform, in partnership with our Titanium Educational Partner, Plaid LLC. AFA Learning has allowed our AFA audience, both members and non-members alike, to access critical on-demand professional development. Simply for being a member, AFA provides over 20 hours of professional development content available from 'day 1' of membership, coupled with a series of additional on-demand programs available at affordable costs. As of today, over 300 AFA members and non-members have accessed AFA Learning at some point in their interactions with AFA.

- Also, within AFA Learning, AFA launched its first 'Annual Meeting Reload' program. This program engaged approximately 20 of our best reviewed and most attended programs at the 2023 Annual Meeting, available for a virtual audience.

We are excited to offer the Annual Meeting Reload again this year in early 2025 as a collection of some of the best content to be delivered at this Annual Meeting.

- AFA continues its educational partnership with TA Strategies and Fraternity/Sorority Law Group to provide regular 'legal and legislative updates' to our professional community about important legal issues facing fraternities and sororities. The team at TA Strategies is providing one here at the Annual Meeting, and we hope you will attend and take advantage of this partnership.

- AFA and the AFA Foundation continue to invest in our shared data solutions through FSCentral, a collaborative data project from multiple partners in the fraternity/sorority industry designed to increase the power and interoperability of our data within the home of Salesforce, an incredibly powerful CRM. The AFA staff continue to build AFA's home in FSCentral as our audience's 'one-stop shop' for technology needs within AFA, and is our integrated home for communications that allows us to tap into our member and donor data to provide more targeted communications.

- Those who submitted a program, applied for a scholarship, submitted an awards application, or applied to be an AFA volunteer have interacted with some new member-facing technology. Integrated with FSCentral, AFA introduced new, more streamlined ways to submit program proposals, scholarships. This was also an investment in staff and volunteer efficiency, dramatically reducing the administrative lift for review, evaluation, and communication back with those submitting applications and proposals on their status. While decidedly 'unsexy', 'AFA Submissions' was a thoughtful investment in enhancing the most meaningful ways in which our community interacts with AFA, and has proven to be a great investment in clearing the runway for our staff and volunteers.

- AFA continues to be a strong partner in the Higher Education Consortium for Student Affairs Certification. Student Affairs Certification allows for assessing and recognizing individual educators who demonstrate competency in established domains, commit to ongoing learning and professional development, and comply with the code of ethics. AFA was excited to be a founding partner in this initiative in 2021 and has welcomed almost 30 professionals as Certified Student Affairs Educators with a speciality certification in Fraternity/Sorority Life. If you are one of the individuals who is listed as a Certified Student Affairs Educator with a specialty in Fraternity/Sorority Life, please stand or wave as you are able.

- In January 2024, AFA and NASPA partnered together to deliver a program called 'Supporting and Leveraging your Fraternity & Sorority Community: An Intensive for AVPs'. This partnership leveraged AFA's content expertise to help better prepare senior student affairs leaders who are supporting fraternity and sorority professionals as a part of their portfolio. The program was such a success, that AFA has been invited back to this year's AVP Symposium, and has plans to expand that initiative through the support of a generous donor and partner, of which you will hear about on Saturday.

- In August 2024, AFA pilot launched its 'community collectives' program. Community collectives were created in partnership with our Shirley Jefferson Fellow for Diversity, Equity, and Inclusion, Dr. Cecilia Suarez, and are designed to provide a community space for those with shared identities and/or professional characteristics to provide support, amplify the issues faced by the community more broadly, and to serve as a partner in professional development. This year we piloted three (3) community collectives: Latinx/a/o Professionals, Professionals Across the Black Diaspora, and Single Professional Operations Community Collective, or SPOCC, as they have named themselves. We are excited to build and nurture community spaces within AFA and look forward to building upon this pilot.

We recognize the work of 'Forward to 50' is aggressive, and necessitates stronger investments in infrastructure, staff talent, and volunteer development on the part of the Association in order to actualize this work with precision and with efficiency, and we are up to that task. On behalf of the AFA Staff Team, it's been a pleasure to serve you this past year, and we look forward to what we will accomplish in the 2025 fiscal year as 'Forward to 50' continues to be in our sights.

President Borton invited AFA Treasurer, Dr. Kevin Bailey, to provide the 2024 Treasurer's Report.

Board Treasurer Bailey gave the Treasurer's report.

I'll focus my report on three things:

First, I'll share our guiding philosophies when making financial decisions and building financial plans; Secondly, I'll share how we performed last fiscal year and what that means for the future; and Thirdly, I'll share how we're allocating resources in the new fiscal year - the one we're currently in.

So, before getting into any numbers, let me share our guiding financial philosophies … what we use as our guardrails and our compass when making financial decisions and setting financial plans.

- One, we are stewards of member and donor contributions to the association and the association's foundation. Every dollar we take in should flow back out to our members in the form of value-add educational programming, research, grants, services, personnel, etc. Every expense should be defendable to stakeholders, you - our members and donors. And … Every expense should be thoughtfully considered because …

- Two, every expense is an investment, which means we have to think about ROI. What's the impact on the association experience? What's the impact on our ability to attract professionals to the association, develop those professionals and retain those professionals because we've added value and helped them excel in their role. And, as they excel in their role, there is potential for promotion and increased compensation.

- Three, before making an investment, especially an investment in a major initiative, we must have a defined process for assessing and evaluating the impact of that investment. How are we capturing feedback? What does that feedback say? Did we do what we intended to do? Do tweaks need to be made to our strategy? Do we continue to make this investment in the future? These are all things we ask ourselves as we allocate our limited funds.

- Four, we must think long-term. Our annual budget and long-term financial plan are tied to our strategic plan, which is a long-term document. It's natural for us to want everything to be perfect immediately. But, when the Association chooses to do something, we need to be sure that we have a sustainable source of financing for that effort. We have to think about not only the launch, but the annual execution, the additional investments and enhancements over time, and any increases over time that are tied to inflationary pressures. We challenge ourselves to understand how investments today affect the Association and the Association experience years down the road.

Lastly, we must have strong internal controls and a constant eye on our fiscal health. We have regular evaluations of the Association's financial performance and financial position throughout the fiscal year. Said differently, we have regular evaluations of performance vs budget and conversations about projections through the fiscal year. We review the balance sheet and ensure we have adequate cash and reserves to advance the work of the Association. We have a very capable audit committee who works with our auditor to review our financial statements and accounting processes to ensure we are compliant with not for profit regulations and operating with effective financial controls.

For this past fiscal year, AFA's auditors, Comer Nowling and Associates, will begin their review process in the coming weeks and we expect to have a draft report from our audit committee in early 2025. Once the Board accepts the audit committee's report we intend to share that report with the membership.

Doing all of this puts us, The Association's Board of Directors, in a confident position as we make financial decisions that affect our future.

With that said, let's talk about financial performance last fiscal year and what drives our financial performance each fiscal year.

The Association's fiscal year runs from September 1 through August 31. This report covers the period September 1, 2023 through August 31, 2024.

I'll start with the headlines before getting deeper into the details.

The Association finished the fiscal year with a surplus of $34,173. Total revenue of $924,731 came in above total expenses of $890,559. We can attribute this surplus to strong Annual Meeting performance from our 2023 Annual Meeting in Tampa, FL, coupled with some intentional expense control on the part of our AFA staff team that has allowed AFA to engage in some long-term agreements with vendors that has helped to lock in affordable prices.

In fact, our total assets at the close of the Fiscal Year - which includes our cash and cash equivalents, accounts receivable, and long-term investments - totaled approximately $1.5 million, representing a 7% increase in total assets from the close of fiscal year 2023.

Primary revenues for the Association, the things we depend on to operate and provide value, are:

- Membership dues
- Annual meeting revenue
- Grants from the Foundation

For the 2024 fiscal year, these revenue sources accounted for 93% of all revenue.

That’s an extremely high percentage and:
- It underscores the constant urgency to grow our membership and provide the value that will retain that membership,
- It underscores the urgency to strengthen our fundraising operation,
- It underscores the constant focus on the relevancy and value of this Annual Meeting.

To launch new programs, services, or grants, which are designed to add more value to the membership, these lines have to grow. And we did that. Our membership is showing growth; Annual Meeting attendance continues to grow year over year and revenues related to the meeting are strong; Grant support from the Foundation was at an all-time high of over $130,000.

Let me go to expenses.

Expenses of the Association - the things we invest in to add value to the membership experience - are primarily related to personnel, which includes contract employees and outsourced services, and the annual meeting and other conferences or events that add value to members. Together, these expenses accounted for 91% of all expenses last fiscal year.

To be clear, expense management continues to be challenging in a high-inflation environment, and our staff team has done an excellent job with identifying where there may be opportunities to partner with vendors long term to lock in costs, to engage in thoughtful service trade opportunities with our educational partners, and to innovate around our Annual Meeting model - all which ensures that ensures every dollar spent has a clear return in investment.

Simply put, the Association’s thoughtful cash management allows us to continue to keep capital invested. This will undoubtedly allow us to achieve greater long-term returns and provide more financial support to the membership experience.

In summary, the Association's financial position is solid and our strategic plan is now driving the budgeting and long-term financial planning process. We're allocating resources to make 'Forward to 50' a reality.

Like the 2024 fiscal year budget, the FY 2025 budget was crafted with AFA's Strategic Plan - 'Forward to 50' - as our north star and investments are being made made to:

To invest in professional development up and down the profession using a new professional development framework as our guiding resource for when and where to invest, with specific focus on the moments of need where professionals find that they require new skills to be successful. To further invest in the learning infrastructure that allows members to take advantage of skill building that is offered from 'Day 1' of their AFA membership. To continue to innovate around our flagship professional development opportunity, the AFA Annual Meeting. And to better step into the roles AFA is uniquely positioned to assume as an advocate for the profession and a driver of leading professional practice.

I've been a member of this Association for a long-time and I'm more excited about our future than I've ever been. We have a great board, a talented, hardworking staff, and a bold plan, 'Forward to 50', that we're committed to executing.

As I close I must take a moment to recognize and thank Michael Wilson, our chief financial officer. He does very good work and provides a lot of support to me as treasurer and to our board and staff.

It has been my privilege to serve you and to serve alongside so many dedicated volunteers. Thanks for your time today. Noah, back to you.

President Borton invited questions about the Treasurer's report. No questions were asked.

President Borton invited AFA Foundation Chair, Dr. Carolyn Whittier to provide the AFA Foundation Report.

Whittier gave the AFA Foundation report.

Thank you, Noah, and good afternoon friends. My name is Dr. Carolyn Whittier, and I have the pleasure and privilege of serving as your AFA Foundation Chair. I am always excited to share the impact of our Foundation on the lives of fraternity & sorority professionals, but as ‘impact’ is the driving theme for our time here today, I am even more excited to talk about our impact as our campaign ‘Elevate the Standard’ drives the focus of our fundraising efforts. It is our vision to provide world-class professional development that is designed to transform how our community does this work.

We received over $198,000 in donations from 538 individuals and organizations during our last fiscal year. This amount represents a 20% increase in total gifts over the last fiscal year. Additionally, our Foundation ended the 2024 fiscal year with approximately $1.1 million in total assets including cash on hand and long-term investments. With those assets, we were able to make the following tangible impacts on our profession:

- Grants from the AFA Foundation have allowed the Association to continue to invest in our online learning platform, AFA Learning, focused on on-demand learning that provides value to our AFA audience from ‘Day 1’ of their work;
- The AFA Foundation provided over $16,000 in scholarships to attend the AFA Annual Meeting;
- The AFA Foundation also provided an additional $30,000 in Annual Meeting support for general sessions, intensives, and Annual Meeting accessibility;
- The AFA Foundation provided educational funds needed to successfully build the Annual Meeting Reload, providing an opportunity for those who were unable to attend the 2023 Annual Meeting to access a selection of the best professional development offered.
- The AFA Foundation provided the funds necessary to continue to offer the AFA Research Writers’ Retreat, a focused experience for scholars and scholar-practitioners who are interested in contributing scholarly work into the FSL profession, and are looking for a community to help guide their work. For those interested in expanding their scholarly reach, the 2025 Research Writers Retreat is scheduled for July 15-18, 2025.

All those incredible items are part of an almost $137,000 grant to the Association last year, which supported scholarships, educational programs, research, and operations. If you are a member that has accessed a program on AFA Learning, benefitted from an AFA Annual Meeting scholarship, attended the Annual Meeting in general, attended the Writers Retreat, you have directly benefited from hundreds of dollars in Foundation support. That represents an incredible impact on our professional community, especially at a time when costs are high, and professional development dollars become increasingly more difficult to access. We are so incredibly proud of that investment, and we thank every donor for helping us to have the impact described.

The AFA Foundation was also excited to bring new directors into our fold. Dr. Byron Hughes and Hara Henshell ended their service with the AFA Foundation Board. We are deeply appreciative to them for their service to the Foundation. The AFA Foundation expanded our talent around the board table with the addition of Chris Graham, Lindsey Hollis, Tut Wilson, Ebony Wofford, and Dr. Tony Vukusich, and looks forward to further expanding our board as we enter into 2025.

This report represents excellent financial management on the part of the AFA Staff and Foundation Board, and puts the AFA Foundation in a strong position to continue to make investments in its infrastructure and to serve the educational mission of the Association. Continued prudent investment management and grant processes will ensure that two decades from now we have a considerable set of assets to support our work.

Our board continues to think creatively on how to generate financial support to ensure that educational programs, such as the Annual Meeting, are kept at a reasonable rate to allow for continued professional development.

We appreciate so many of you being donors and supporting this work and we look forward to your continued partnership. Thank you!

Following the Foundation Report, Whittier, as a past president, invited Borton to be a part of the Past Presidents' Society and shared the history of AFA and the society.

Borton provided remarks before accepting the invitation into the Past Presidents' Society.

Unfinished Business.

None.

New Business.

None.

There were no objections to adjourning.

There being nothing further, and no objection to adjourning, the 2024 AFA Annual Business Meeting was adjourned at 3:57 PM ET.

Attested,
Tara Fuller
Board Secretary