

# **Minutes of the Board of Trustees of the National Association of Rocketry**

August 6, 2018

The meeting was called to order on Monday, August 6, 2018 at the Courtyard by Marriott in Pueblo, Colorado at 8:12 AM. Trustees present: John Hochheimer, president; John Lyngdal, vice president; Mark Wise, secretary; Vince Huegele, Carol Marple, Randy Boadway, Ed LaCroix (arrived 10:25 AM). Members absent: Tom Ha, treasurer; Kevin Johnson. Others present at various times during the day: Todd Schweim (NAR web designer and publisher of *Sport Rocketry*), Marie Stumpe (NAR Headquarters) Jennifer Ash (NAR historian), Matt Johnson.

Vince moved to accept minutes of the February 23, 2018 board meeting. Carol seconded, motion carried unanimously.

## **Member Survey**

John H. expressed the belief that summer is not the best time of year to conduct a member survey, but that it would be a good time to prepare a survey. The October-November time frame, when the flying season slows down in most parts of the country, is probably the best time to hold the survey. The trustees discussed whether the Member Survey is still a useful tool, and if so, what questions should be asked. Suggested questions were related to member services, the use of section grants, NAR Headquarters services, committees, member activities (i.e. what's important to our members?). Randy suggested that the survey ask members which social media platforms they use, so that we can broaden or redirect our efforts as appropriate. The survey should also ask about recent efforts to improve member services and the use of the members-only section on the NAR website. John H. will pull up the results of previous member surveys so that we can perform a trend analysis. Making the survey available for two to three weeks after its release date will probably be sufficient, since response rates tend to fall off after the first couple of weeks. John H. proposed that the trustees "divide and conquer" the NAR's response to the survey results, so that each board member will focus on a response to a specific issue identified in the member survey.

## **Election**

The trustees discussed voter turnout in the NAR election. Ninety-four members voted online, which was a higher total than in 2017. John H. and Randy suggested including questions in the member survey regarding voting. First, what method did you use to vote, if you voted? John H. pointed out that an even more fundamental question is, "Is the election important to you?" and that we should ask people who did not vote why they didn't do so. Carol suggested that we post candidate resumes on the front page of the NAR website rather than in the members-only section, although the actual ballots would still be on the members-only page. Carol also suggested that we change the way we handle candidate resumes – candidates could answer a set of five questions, and candidate statements could be longer. Todd Schweim, who was present in the meeting, suggested a candidate forum on Facebook Live as a way to get to know the candidates. There was some discussion on what the questions might look like. John H. suggested including a question in the member survey as to whether Junior members and members who had belonged to NAR for less than one year should be permitted to vote. (This would require a change to NAR bylaws.)

## **Standards and Testing**

Guy Wadsworth of the S&T committee has a new data acquisition module for motor testing, but John L. says this is only an interim solution. Committee members are working on a script to port data directly into Excel, which would speed up data evaluation.

John L. said that the motor testing queue is now manageable. Some NCR motors by Aerotech are in the queue, awaiting replacement starters from Aerotech. John is considering building another test stand for large motors, and is still looking for a test site outside the Massachusetts Institute of Technology. Randy asked about finding an alternate university. John H. said that it's difficult to make things happen on Sunday on campus. Carol asked about the Aurora Flight Sciences facility near Boston. John H. said he would look into it.

John H. spoke with S&T member Kenn Blade about accepting \$1000 from NAR to buy breakfast or lunch for the crew during test sessions. John L. suggested sending the check to Ed Pattison-Gordon of S&T.

Randy asked John L. to describe his vision for S&T ten years from now. John said that he would like to see "S&T in a trailer," so that the crew could travel to a suitable location, set up the gear, and test motors without having to coordinate with a third party (e.g. MIT). He added that S&T needs to do a better job of documenting failures. summarized the S&T situation as "progress, not perfection."

## **NARTREK**

George Scheil, NARTREK committee chair, reported three Bronze, one Silver, and 8 Mercury Cadet completions in the first half of 2018. John H. said that we need to make the business case as to why we need to continue NARTREK, the Rocket Science Achievements, and some other programs. He is concerned that NAR creates these programs but then does not do an adequate job of servicing or promoting them. Vince expressed the possibility that high power certification levels may have supplanted NARTREK levels in people's minds and priorities.

Vince suggested that if, for example, Estes brought back something like their Estes Aerospace Club, NARTREK would become obsolete. Randy suggested that the board table the idea until Estes' new ownership has had a year to get comfortable with running the company, then bring up the idea if Estes management doesn't do so first. John H. agreed to table the issue for now. Mark said that he would take the lead on any necessary action with regard to NARTREK once a decision was made.

## **Education**

In his role as Education Committee chair, Vince has kept the NAR Rocket Teacher Certification Program (narTcert) in "beta mode" for the past 2 ½ years, and he believes that it is now time to promote the program more aggressively. He has found that teachers are finding the program through web searches, since they are generally not NAR members. Using the example of Scouts and 4-H, where vendors pick out a product and advertise it toward the target, Vince asked the board whether we should ask vendors to recommend, dedicate, or promote specific kits for teacher programs. Would this help make teachers aware of the program? Randy suggested reaching out to vendors to promote narTcert, and suggest kits that would meet the requirements. That way, teachers Googling "narTcert" could find links that they would find helpful. John H. liked the idea of reaching out to vendors but did not believe that crafting a policy was necessary at this time. The trustees discussed ideas for promoting narTcert, including adding vendor links to the NAR website (perhaps for a nominal fee). John H. suggested one communication to

vendors detailing the points we want to make regarding narTcert, and added that we should consider whether we can accomplish multiple goals with one communication. John H. proposed that vendors who are willing to support teachers could post a link to narTcert on their website, and in return they would get a link to their company from the NAR website. Randy agreed that from the viewpoint of a vendor, this would be workable, but he added that we need to make sure that the “little guys” are included. John H. would like to push this out to a couple of people to flesh out the concept and determine what policy changes are needed. Todd Schweim volunteered to lead this initiative. John H. asked him to come up with concept options, with pros and cons for each. Carol emphasized that vendor links should be on the resource page of the NAR website, not the home page. John H. and Vince emphasized that narTcert and links to vendors are about trying to help educators, not to create a significant revenue stream for NAR.

Discussion moved to NAR leader development. Vince pointed out that we don’t have leadership training at the section or national levels, but many of our volunteers could benefit from training in planning, delegation, and organization. A great deal of training is commercially available, but it is not free of charge. John H. suggested taking advantage of our partnership w/4-H, which brings agricultural extension programs with it, including leadership training for all age groups. Randy agreed that there’s a strong need for leadership training for section leaders in such topics as how to talk to landowners and the general public, as well as leadership of volunteers. John H. found potentially relevant material at the University of Delaware Extension’s website through a quick Google search. He emphasized: *Use the 4-H connection;* that organization is all about teaching leadership at the local and state levels. John suggested that Vince reach out to 4-H to ask about appropriate training.

## **Scholarships**

Mark will announce the names of the scholarship recipients at Friday’s banquet. In addition to the ten \$2000 NAR scholarships, we will name the first recipient of the \$3000 Gleda M. Estes Scholarship for the Advancement of Young Women in STEM and the first recipient of the \$2000 Leonard Fehskens Memorial Scholarship. The Estes family has funded the Gleda M. Estes Scholarship for 2018 and 2019. Len Fehskens’ sister and John Pace of Pittsburgh Space Command put together funding to provide for the scholarship for five years.

## **Executive Session**

The board went into executive session at 10:48. Topics discussed included improving voter turnout in NAR elections, a pending review of NAR policies, and the compensation package for the NAR headquarters manager.

The board came out of executive session at 11:45 and recessed for lunch. The meeting resumed at 12:35.

Ed moved that the Board of Trustees create the position of Comptroller, and that the NAR President recommend a candidate to be ratified by the full board, to fill the position as soon as possible. The Comptroller would take over the day-to-day financial operations of the NAR, leaving the elected Treasurer free to develop business plans and financial strategies, and concentrate on the strategic aspect of NAR financial management. Mark seconded. Motion passed unanimously.

## **Conflict of Interest Policy**

The board discussed the draft NAR Conflict of Interest policy, which John H. had asked Ed Chess to draft. Extensive discussion ensued, mostly to ensure that all board members had a common understanding of the policy, especially with regard to reimbursements.

Ed moved to adopt the Conflict of Interest policy and its associated procedures. Vince seconded, motion passed unanimously. John H. will send a Conflict of Interest statement to all trustees and committee chairs for their signatures.

## **Apollo 11 Celebration**

Vince rolled out the “Land the Eagle” competition, an Apollo 11-themed spot landing contest which was inspired by an annual event that NARHAMS runs at the Goddard Space Flight Center. Obviously, this is not a requirement for sections. Vince suggested that Chuck Neff (Section Activities chair) create a web page of contestants, where Chuck could post results as reported to him by sections. Randy would like to send a memo to sections regarding this topic. Vince is also thinking in terms of schools running their own Land the Eagle events, with or without the assistance of a NAR section. We need to establish an Apollo 11 commemoration page on the NAR website, so that it will appear in Google searches. Sections also need to list their Apollo 11 commemorative events on their launch calendars. John H. pointed out that we need to promote this in E-Rocketeer. He will ask Trip Barber, who has been assisting with the production of E-Rocketeer, to remind Randy and Vince to write articles for the October edition. A one-page story in *Sport Rocketry* may be appropriate, as well. Randy said that content would be ready within days. The board discussed promoting Apollo 11 events on Facebook and Instagram, with an album on Facebook. Of course, other organizations (for example, the Museum of Flight, the National Air and Space Museum, NASA, and others) will be holding their own events. Todd Schweim asked Randy to pass the contest rules to him. Randy said that we need to get word to the news media in June, so that we can get some favorable press. Vince suggested posting a press release on the NAR website. Randy will look into the cost of professionally producing a press release. Carol suggested that Chuck Neff pass the word to sections that we need good Saturn V photos for the news release. Randy pointed out that we have until next May or so. Perhaps we could coordinate some press with the Aerospace Industries Association’s media coverage of TARC, especially since the 2019 TARC rules were inspired by Apollo.

## **Publications**

John H. asked whether NAR should get more directly involved with publications because of the potential benefit to NAR and to the rocketry hobby. Since, for example, *Rockets of the World* is out of print, would it benefit the hobby to sponsor a print run and sell it through NARTS? John H. pointed out that the whole purpose of NARTS is to provide items that rocketeers want and need that are not available commercially. After extensive discussion, the sense of the Board is to evaluate publications on a case-by-case basis rather than to establish a general policy.

Ed mentioned that a rocketry vendor has asked for 3500 “kit stuffer,” NAR brochure/membership applications which are packaged with rocket kits. The current kit stuffer is specific to Estes, so the question becomes whether it’s worthwhile to produce a more generic kit stuffer. Carol opined that it was a good idea, but John H. said we need to make a business case for kit stuffer. His sense of the matter is that they are not very effective, but we have no proof. He would like a kit stuffer that could provide us with some data. Todd Schweim said that more exposure would come from Google Ads, and agreed to do some research.

## Preserving our History

John H. brought up several topics with regard to NAR historical preservation:

- The Museum of Flight has a very specific mission and specifications for what they view as preserving our history. They are primarily concerned with preserving the collections of key individuals. Jennifer Ash, NAR Historian, told the board that the Museum has also asked for newsletters, and that those requests will be filtered through her.
- Fundraising continues.
- Other NAR members, both on and off the Board of Trustees, are concerned about preserving other items.
- As members pass away, they or their survivors often want to leave rocketry items to NAR. What should we do with them? In other words, what do we do with peoples' "treasures"?

Jennifer, Kevin Johnson, and Mark Wise have developed a list of the sorts of things NAR is looking for. Todd has posted this list to the NAR History page. Jennifer is still trying to figure out what she has in her home, what to do with additional materials as they come in, and what to do over the long term.

Jennifer has concentrated on NAR and section history. Material on the history of the hobby is mostly at the Museum of Flight, thanks largely to the efforts of Trip Barber. In her capacity as NAR historian, Jennifer gets asked about NAR history, not rocketry history.

We want section newsletters, written and oral histories, and photographs. It is important to note that photos of people are more valuable than photos of places and things.

In response to a question from John H., Jennifer said that she will start a NAR Historian blog in the next six months, which will include a list of the information and materials we want to preserve. Vince remarked that at NARCON, he had asked Amy Heidrick of the Museum of Flight what she thought was worth saving. She replied that *Material that tells a story* was most important, including pictures of people, events, and objects. In response, Jennifer said that most of what she was trying to collect was *pictures* and *paper*.

In response to a question from Marie Stumpe, Jennifer said that we should have *story* history, *data* history, *people* history. In response to a question from Randy, Jennifer described what she does with materials as she goes through them. She does what the National Archives does when it receives a box of material, to include digitizing, categorizing, and working on a finding aid. She can scan 60 slides in two hours. She estimated that it would take her about 1000 hours to process the Richard Sipes collection alone. John H. said that we need a master plan, to include determining the necessary resources to carry it out, storage of materials, and possibly fundraising.

Ed suggested we think about what we can acquire and put under our control in a repository, and hire a company to process slides and documents. Jen pointed out that most such companies destroy the originals. Some additional discussion ensued on the use of commercial processing and archiving services. John H. pointed out that we cannot do permanent archival storage with our existing budget, and that we can't raise funds until we have a very clear idea of what we are trying to accomplish. (Are we saving things so that people can do research and answer questions? Are we trying to create a NAR museum?) We need to start pulling a vision together, and it has to be very clear, with a specific budget. In the meantime, what can we do within our existing budget? Should we rent a storage locker? John H. suggested that Jennifer's time is better spent articulating the vision than working on nuts-and-bolts processing. Carol asked about researching an archival storage facility just in case we have a sudden acquisition due to an old rocketeer's death?

To sum up, the Board's immediate concerns are as follows:

- Develop a plan to deal with shipping and short-term storage
- Develop a strategic plan with a financial strategy

### **Enhancing National Events**

NAR has “turned a corner” with regard to national events, as John H. said. Hiring an agency to handle hotel contracts has been a big help, especially to event directors, but dealing with financials is still frustrating for event directors and the NAR treasurer alike. We need to be able to track income to appropriate funds. Is PayPal, which NAR currently uses, really the best way to handle financial transactions for national events? We also have problems with data processing – turning raw data into usable information is difficult with the current configuration of the NAR database. John H. said that we need to develop an event director's manual and kit for each national event, ideally in time for Pat McCarthy to use for NARCON 2019. Randy expressed his belief that nothing is wrong with the process we've created, but that the problems lie in implementation. Carol suggested a checklist for each national event.

John H. said that it would be helpful to come up with minimum site requirements for NSL, NARCON, and NARAM. Carol said that it appeared to her, based on a reading of Facebook posts, that some members think that NAR dictates where events will be, rather than finding sections to volunteer to host them. As several Board members pointed out, we don't *select* event hosts so much as we *recruit* them.

Matt Johnson stopped by to express his apprehension about NARAM attendance, and the strategies that NAR and the Board have employed to mitigate them. Board members thanked him for his input, and let him know that several of his concerns have already been addressed.

### **Recap**

John H. summed up the meeting as follows:

- Discussion of member survey
- Evaluate NARTREK, decide whether to update or retire the program
- Education
  - Work with vendors to increase interest in narTcert?
  - Leadership training?
- Apollo 11 celebration
  - Preparing sections
  - Incorporated into every national event in 2019
- Passed Conflict of Interest policy
- Publications
  - Not establishing a general policy at this time
- Coming closer to developing history plan
- Enhancing national events: template for going forward
- Elections
  - Significant increase in turnout over last year, but still room for improvement
  - Request more information from candidates

The Board meeting recessed at 5:17 PM, until after the election and Town Hall.

The Board reconvened at 8:33 PM. Trustees present: John Hochheimer, president; Mark Wise, secretary; Vince Huegele, Carol Marple, Randy Boadway, Ed LaCroix. Members absent: Tom Ha, treasurer; Kevin Johnson, Jim Wilkerson.

Randy Boadway nominated the following slate of officers for the next year: John Hochheimer, president; Carol Marple, vice president; Mark Wise, secretary; Tom Ha, treasurer. Mark Wise seconded. The slate passed unanimously.

Randy moved to adjourn, Ed seconded. The motion passed unanimously.

The meeting adjourned 9:06 PM.

Respectfully submitted,

Mark Wise, Secretary

## **Actions taken during NAR Board of Trustee Conference Calls**

Note: During most months, the NAR Board holds a conference call so that trustees can keep each other informed and transact any time-sensitive business. The following motions were made, seconded, and passed during monthly conference calls between NARCON 2018 and NARAM-60.

### **May 2, 2018 conference call**

Marketing initiative: Randy Boadway has been charged with looking into how to make marketing materials available to Sections without tying up NARTS or NAR HQ. He has found a company that will create a webpage for an organization and its goods, to make logo-branded materials readily available. Ideas include yard signs, business cards, brochures, coffee mugs, hats, and shirts. The company charges a nominal annual fee to maintain the portal and pricing. Materials would be customizable – they could include a section URL or logo on a NAR banner for a given section. Our only risk would be the \$99 annual fee.

Randy would like to hand this over to NARTS once it's up and running. Tom Ha said we could cross that road when we came to it.

John Hochheimer would like to see “a couple of pages at most” that he can send to people, give to Marie at NAR HQ, and post on the website explaining how to use it.

Mark Wise moved to proceed with the marketing initiative. Carol Marple seconded. Motion carried unanimously.

### **July 11, 2018 conference call**

#### Middle and high school teams going to NASA Student Launch

There is no NASA funding to send NASA Student Launch Program mentors to Huntsville. Should NAR financially support mentor travel? SLP costs are increasing, but funding is not rising to meet the higher costs.

John Lyngdal moved to allocate \$10,000 from the NAR general fund for 10 travel grants for middle and high school mentors to travel to Huntsville for NASA's Student Launch Program. Ed LaCroix seconded. Motion carried unanimously.

#### Proposed Spadafora Award

John Lyngdal proposed an award for service to memorialize Bill Spadafora. Bill invented and built the “Spad Pads” for NAR launches and was a key driver of NAR S&T, all of which he did as an unelected NAR volunteer. John Hochheimer liked the idea of an award specifically for volunteer service and mentioned that he had two recipients in mind. John Lyngdal suggested that the current NAR president could submit Spadafora Award nominees to living past presidents for ratification.

Tom Ha moved that NAR create the Bill Spadafora Volunteer Service Award to be awarded to volunteer NAR members who exhibit high levels of volunteer service to the NAR and its mission. The current president of the NAR will confer with past presidents to select and confirm recipients of the award. John Lyngdal seconded. Motion carried unanimously.

#### Rules Change Process

Ed LaCroix E-mailed all board members a draft Rules Change Process document a month or so ago. He needs board approval to go forward.

Ed LaCroix moved that the Board of Trustees approve the RCP document submitted by Jim Filler and Ed LaCroix so that the rules change process can begin again effective August 11, 2018. John Lyngdal seconded. Motion passed 7-0, with Ed abstaining.

Respectfully submitted,

Mark Wise, Secretary

## NAR Town Hall

The NAR Town Hall began at 7:00 PM on August 6, 2018.

In-person voting for the NAR Board of Trustees began under the supervision of Jennifer Ash, assisted by Joyce Guzik, Dave Lewicki, and Michala Alexander.

NAR president John Hochheimer delivered the “State of the NAR” address. As of the meeting, NAR had 7040 members. NAR currently has 183 sections, with 3400 NAR members belonging to sections. Peak NAR membership was 7089 earlier this year.

After reviewing the actions from the February Board meeting and discussing the first year of the National Rocketry Competition, John took questions from the floor:

- What is our membership “churn” rate? In other words, how many members join NAR for one year, but do not renew?
  - The number is roughly 20-25%, consisting largely of TARC team members and Student Launch Program participants who need NAR insurance while they participate in those programs.
- Are NAR non-members such as 4-H members, Scouts, and general visitors, covered by NAR insurance at section launches?
  - Our coverage is clear – you’re covered if you’re a member, as are sections and landowners. Non-members are covered by their own or their organization’s insurance. There is still some ambiguity in coverage questions. Covering other entities is not in our fiscal interest, and would raise our insurance premium significantly.
  - Bob Kaplow pointed out that homeowner’s insurance is likely to cover some claims.
  - Trip Barber reminded everyone that TARC teams are covered if they fly at a NAR launch.
- Are submissions to *Sport Rocketry* retained?
  - *Sport Rocketry* editor Tom Beach said that he has “boxes of stuff” at his home.
- Can members donate materials to the Museum of Flight?
  - For now, please hold onto your artifacts. The Museum is still working on processing and cataloging what they already have from the Stine and Estes collections, with the Piester collection yet to arrive.
- What is NAR doing to commemorate the 50<sup>th</sup> anniversary of Apollo 11?
  - The board discussed this extensively. National and section activities are in the works, so please stay tuned for updates from NAR.

Jennifer Ash report the results of the Board of Trustees election:

- Art Applewhite 68
- Ed LaCroix 180
- Steve Lubliner 133
- John Thompson 77
- Jim Wilkerson 157
- Mark Wise 147

Ed LaCroix, Jim Wilkerson, and Mark Wise were declared elected.

Forty ballots were submitted during the Town Hall meeting, 133 ballots were mailed to NAR HQ, and 94 members voted online.

John Hochheimer presented two NAR President's Awards. Dan Winings was recognized for his long service as chairman of the Records Subcommittee, and John Lyngdal was recognized for his 15 years of service as a NAR Trustee, his service as co-chair of the NAR Standards and Testing Committee, and his leadership of the NASA Student Launch Program

Jennifer Ash moved to close the meeting. Motion carried 8:20 PM.