

NANOG Board of Directors

Offsite Meeting

Hollywood, CA

December 18 and 19, 2019

8:30 a.m. PST

| | |
|-------------------------------|-----------------------------------|
| L Sean Kennedy, Chair | Edward McNair, Executive Director |
| Tina Morris, Vice Chair | Darrieux Harvey, NANOG Staff |
| Dave Siegel, Treasurer | Valerie Wittkop, NANOG Staff |
| Patrick Gilmore, Member | Claudia Bristol, NANOG Staff |
| Susan Forney, Secretary | |
| Benson Schliesser, PC Liaison | |
| Vincent Celindro, PC Chair | |

Start time: 8:35 a.m. PST December 18, 2019

Agenda Review:

The two-day agenda was reviewed.

Team Building:

The board participated in a team-building exercise.

2019 in Review:

Attendance stats:

- Total 2019 attendees - 3,421
- Member registration - 972
- Student registration - 41
- Speakers - 81
- College immersion - 47
- Women in attendance - 451 (13%)
- Countries in attendance - 30

Several graphs were presented breaking down the attendees by event, by membership status, by gender, and registration type by event.

Treasurer's Report:

- Financial Operational Analysis from the past 4 years
 - Meeting expenses have increased an average of almost 50% over the past 3 years as a result of improving the aesthetic quality of the event. Some portion of this increase also is due to higher participant counts.
 - Organization Overhead Expenses have increased roughly 50% as a result of expanding the staff.
 - Sponsorship revenue has increased slightly, and registration revenue has increased by 25%.

- As a result of the dynamics where costs have increased by an average of 50% and revenue growth has not kept pace. Net income has come under pressure, and it is increasingly challenging to break even.
- Less profitable meetings like NANOG 76 take money from reserves, which normally is saved for strategic initiatives and reserves for a true market downturn.
- Reserve Analysis
 - Current cash and invested assets come to approximately \$6 million, with \$1.2 million in meeting liabilities, and \$1.3 million in contracted hotel liabilities, bringing effective reserve funds to \$3.5 million.
 - The current proposed budget for 2020 would reduce available reserves by approximately \$85,000
 - Assuming no changes to revenue or expenses occur over the next 3 years, our reserves will decrease by \$1 million.
- Budget Analysis
 - Annual increase of gross income of approximately \$350,000.
 - Annual increase in contract and salary expense of approximately \$130,000.
 - Annual increase in meeting expenses of approximately \$400,000.
 - Annual Net loss approximately \$85,000.

After discussion about increasing revenue and/or lower expenses, the board decided to solicit input from the members and present the results at NANOG 78 in San Francisco. Possibilities include raising registration, eliminating breakfast, eliminating the social or charging for it.

Strategic Planning:

- The board brainstormed about what NANOG is and what it should be. They discussed NANOG's strengths, weaknesses, opportunities, and threats.
- 2020 Strategic Guidance - upon consideration of input, the Board considered the following:
 - Education - Form an education committee to develop an educational plan for Board consideration.
 - Classroom education at conferences
 - Structured online education
 - Training and education outside of conferences
 - Vendor-neutral certification
 - Non-technical, professional development programs
 - Content developed in collaboration with the Program Committee
 - Online Collaboration - Staff will research and present a proposal for Board consideration.
 - Knowledge Base for network professionals

- Modern online forums
 - Improve online presence to reach new participants
 - Better integration with existing social media platforms
 - Better tools to support meeting attendees
 - Improve mobile accessibility of current tools
- Industry Recruitment - Staff will research and present a proposal for Board consideration.
 - Encourage more young people into the industry
 - Develop the next generation of network industry leader
 - Reduce attendance barriers for junior engineers and students
 - Advance diversity in the network community
 - Expand outside of traditional operators
 - Develop programs to support veterans
- Mentorship - Form a mentorship committee to develop a mentoring plan for Board consideration.
 - Mentorship programs to support the next generation of network professionals
 - Mentorship training programs
 - Mentorship portal to support continued engagement
 - Mentors and Mentees meet face-to-face at each meeting
 - Mentorship sessions should be facilitated and topic-based
- Community Support - Staff will research and present a proposal for Board consideration.
 - Explore support for parents with children at meetings
 - Build smaller communities based on affinities and specialties
 - Create a monthly webinar to encourage continued participation
 - Reach out to local NOGs to recruit speakers for upcoming meeting in their vicinity
 - Systems for tracking community requests
- Facilitate Business Engagement - Staff will research and present a proposal for Board consideration.
 - More private meeting space
 - Online room reservation system
 - Premium meeting tool features for sponsors
 - Encourage participation of industry executives

Board Minutes Review and Approval:

The board reviewed the following minutes:.

October 18, 2019

October 27, 2019 at NANOG 77
October 30, 2019 Board elections
November 15, 2019

MOTION: The board moved to approve the four minutes as written for posting on the website.
Motion passed unanimously.

Ad Hoc Committees

The board discussed the following committees:

Corporate Governance

- Elections Committee
- Audit Committee
- Compensation Committee

Other

- NCI Committee
- Scholarship Committee
- NANOG Geeks

To be formed

- Mentorship Committee
- Education Committee

Organizational Chart:

Edward reviewed the staff organizational chart and outlined the roles and responsibilities for each of the seven staff members.

Executive Session: The staff was released at 3:05 p.m. PST when the board went into executive session to discuss staff reviews and compensation.

Meeting Adjourned: 5:04 p.m. PST December 19, 2019.