

**Oklahoma Tobacco Settlement Endowment Trust Board of Directors  
Special Board Meeting & Planning Retreat**

The Mayo Hotel Parlor Room  
115 West 5<sup>th</sup> Street  
Tulsa, OK 74103

September 23, 2015 - 3:00 pm -5:00 pm  
September 24, 2015 – 8:30 – 4:00 pm  
September 25, 2015 – 8:30 – 1:00 pm

**Minutes**

**Board Members present:** *Jim Gebhart, FACHE; Casey Killblane; Curtis Knoles, MD; Don Millican, CPA; Ken Rowe, CPA; Bruce Benjamin, PhD*

**Board Members absent:** None

**Staff Present:** *TSET – Tracey Strader, Julie Bisbee, Jonás Mata, Sjonna Paulson, Kim McCoy, Jennifer Treadwell, Janet Love*

**Guests Present:** Board Meeting: *George E. Foster, OD; Lisa Murray, OK State Treasurer’s Office (via conference call); Gary Jones, Oklahoma State Auditor and Appointing Authority; Vicki Lintz Wagner, Tulsa City-County Health Development, Healthy Living Program coordinator.* Retreat: *Dr. Terry Cline, PhD, Oklahoma Secretary of Health & Human Services and Commissioner of Health; Julie Cox-Kain, MPA, Deputy Secretary of Health and Human Services and Senior Deputy Commissioner of Health.*

Agenda Items and Discussions	Action and Follow-Up
<b>September 23, 2015 – 3:00 p.m.</b>	
The TSET Board Chairman, Jim Gebhart, called the meeting to order at 3:06 p.m. and announced the meeting was being held as a special board meeting and the Agenda Item #8, “New Business” would not be addressed. He also announced that TSET had met all Open Meeting Act requirements, including the filing of the meeting time and location with the Secretary of State and posting of the agenda at the meeting location.	
<b>1. Approval of minutes of the May 15, 2015 Regular Board Meeting</b>	
The Chairman asked if there were any changes to the May 15, 2015 regular board meeting minutes. Hearing none, the Chairman called for a motion to approve the minutes.	<b><i>A motion to approve the minutes as written of the May 15, 2015 regular board meeting was made by Ken Rowe, and seconded by Don Millican. Motion passed unanimously.</i></b>
<b>2. Chair’s Report – Jim Gebhart</b>	

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<p><b>A. Introduction of new board member</b></p>	
<p>The Chairman introduced new board member, Dr. Bruce Benjamin, PhD, and welcomed him to the board. He directed members to review Dr. Benjamin’s bio-sketch, which was included in the board packet. Dr. Benjamin was appointed by the Speaker of the House, Jeffrey Hickman on August 19, 2015 to represent congressional district #2. His term runs through June 30, 2022.</p>	
<p><b>B. Recognition of former board member</b></p>	
<p>Chairman Gebhart formally recognized outgoing Board Member Dr. George Foster for his 11-years of service on the board and the important contributions that he made to the board. Dr. Foster was appointed to the board in 2004 by Speaker Larry Adair to replace the vacancy of departing board member Marvin Apple and was then reappointed to the board by Speaker Chris Bengé. The Chairman spoke of Foster as a tireless advocate for rural health, grants to improve health at the local level, and evidence-based public health prevention. Dr. Foster thanked the board and extended his appreciation to the board and staff and recognized the importance of making system changes within healthcare services and community health interventions. He also recognized his wife, Rita Foster, for her support.</p>	
<p><b>C. Update on status of board member appointments</b></p>	
<p>The Chairman announced a new vacancy on the board due to the resignation of Dr. Lisa Nowlin. Dr. Nowlin accepted an appointment to serve on the Oklahoma Dental Regulatory Board. A formal request was placed with the Governor’s office requesting a new member appointment.</p>	
<p><b>D. Update from Board of Investors – Lisa Murray, Chief Investment Officer, Oklahoma State Treasurer’s Office</b></p>	
<p>Chairman Gebhart introduced Lisa Murray and thanked her for her flexibility to join the board meeting via a conference line. Officer Murray reported the BOI certified Trust earnings of \$42,843.669. She provided a performance summary update from the TSET Board of Investors and reported that the portfolio realized a fiscal year gain as of June 30, 2015 of only 1.9% and the total market value was \$998 million. She noted that many of the state’s pension funds experienced low rate of returns due to general declines across the financial markets. TSET was built as a low risk portfolio and has delivered low risk-adjusted returns. She also mentioned that geopolitical instability continued to drive market volatility and the slowing economic growth in China may have had broad implications for many emerging economies. The potential Federal rate hike may have contributed to volatility in domestic markets and the valuations remained above 10-year and long-term averages. On the upside, Officer Murray noted that divergence in monetary policies signals different investment environments globally. The U.S. economy showed strength relative to other developed markets and Q2 Gross Domestic Product indices were revised up from 2.3% to 3.7% in the second-round release. The European Central Bank monetary easing continued with monthly asset purchases, the contagion risk from Greece’s Euro exit was largely contained, and the developed world inflation was low. Casey Killblane concluded that the Board of Investors was focused on making the most of the fund and Don Millican reaffirmed that TSET has a reserve.</p>	

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<p><b>E. Discussion and possible action on increasing the number of board meetings for Calendar Year 2016</b></p>	
<p>Executive Director Tracey Strader reported that based on board member feedback, TSET proposed to move to five regular meetings per year – January, March, May, September and November – to help manage the board’s workload throughout the year. She also noted that an increase in meetings provides opportunities for in-depth decisions and, if necessary, additional ad hoc/special meetings may be schedule in the summer if needed. The Chairman called for a motion to increase the number of regular board meetings for the calendar year FY 2016.</p>	<p><i>A motion to increase the number of regular TSET Board meetings from four to five for FY2016 was made by Casey Killblane, and seconded by Curtis Knoles. Motion passed unanimously.</i></p>
<p><b>3. Public Information and Outreach Committee, Ken Rowe, CPA, Committee Chair</b></p>	
<p>Committee Chairman Ken Row thanked Casey Killblane for her outreach efforts in southern Oklahoma. Ms. Killblane organized and hosted a meeting of her local delegation in Murray County and surrounding areas to show the TSET History Documentary and discuss TSET strategic goals.</p>	
<p><b>A. Discussion of TSET brand performance report</b></p>	
<p>Public Information Officer Julie Bisbee reported that in May 2015, TSET performed a follow-up to the 2013 Brand Awareness survey. She reported the following survey highlights: residents continue to see programs benefiting children as TSET’s top mission. Residents are more adamant today than in 2013 that the most impressive accomplishments deal with creating smokefree homes and reducing tobacco usage among middle school students. New from 2013, an overwhelming majority of residents (80%) want TSET to maintain their independence from the legislative process. She also noted that the survey data were used in the development of TSET messaging, digital health communication campaigns and promotional materials. Tracey Strader confirmed that the results were not surprising and agreed that the TSET structure is favorable for carrying out the mission. Chairman Gebhart thanked Ms. Strader previously executed outreach efforts. Strader concluded that people know our program brands, i.e. Shape Your Future and Tobacco Stops with Me, but may not know that TSET sponsors the programs.</p>	
<p><b>B. Regional outreach screening events</b></p>	
<p>Julie Bisbee provided an overview of the regional outreach events and noted that in the past quarter, staff and board members have participated in outreach events in communities, at state and national conferences, and through media opportunities. A special note of appreciation was given to Dr. Curtis Knoles and Dr. Lisa Nowlin for their assistance in the promotion of TSET’s grant to OSU Medical Residencies Project. Dr. Knoles participated in a press conference and radio program; Dr. Nowlin provided a video interview.</p>	
<p><b>C. Notification of sponsorships and events</b></p>	
<p><b>1) Conference sponsorships</b></p>	
<p>Bisbee shared that the conference grant and sponsorship grant categories continue to be popular and allowed TSET opportunities to support organizations that are training and/or building capacity in priority areas. In FY15, \$69,955 in sponsorship grants were awarded to state and local organizations. The category, which was budgeted at \$75,000,</p>	

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<p>expended 93.3 percent of available funds. To date \$25,000 in sponsorship grants have been awarded, this represents 33 percent of the total FY16 budget category amount.</p>	
<p style="text-align: center;"><b>2) Event sponsorships</b></p>	
<p>Bisbee reported that from year-to-date \$11,000 was spent for brand event sponsorships. She noted that these events were sponsored through TSET’s brand budget and targets audiences that we want to hear our brand messages, but who may not necessarily fit the conference or training grant criteria. The following groups were funded: Journal Record, Innovator of the Year Awards - \$2,500; Champions of Health Gala, \$2,500; and Oklahoma Municipal League Fall Conference, \$6,000 (included booth for three days). Board Member Don Millican represented TSET at the Gala where Jenks School was highlighted for their pioneering work in the state for active learning.</p>	
<p style="text-align: center;"><b>3) Upcoming events and trainings</b></p>	
<p>Julie Bisbee directed members to the bolded items in the Upcoming Events and Trainings document included in the board packet and asked members to confirm with her any events that they would like to attend. Of special callout were the Grant Makers In Health Conference, the Oklahoma Town Hall and Academy, the State Chamber’s Public Affairs Forum, the Evening of Excellence and the Certified Healthy events.</p>	<p>Follow-Up: Board Members will contact Julie Bisbee to confirm their attendance to selected events.</p>
<p style="text-align: center;"><b>4. Program Development Committee Report – Ken Rowe, CPA, Acting Committee Chair</b></p>	
<p>Acting Committee Chairman Ken Rowe thanked Gary Jones, State Auditor, for attending the TSET Board Meeting and providing his support to TSET. Auditor Jones shared that two of the best things in Oklahoma are the TSET and the School Land Commission, which both established funding streams for the state. He mentioned legislative discussions were taking place about redirecting TSET funds. He confirmed that he wanted to see TSET continue and complimented the work that TSET is funding, i.e. the OSU residencies. He pledged to do what he could to keep TSET off the ballot. He also offered the use of his conference room should there ever be a need for meeting space while at the Capitol. Ken Rowe thanked Mr. Jones for his appointment of Dr. Curtis Knoles to the board.</p>	
<p style="text-align: center;"><b>A. Discussion and possible action suspension on unsolicited proposal process pending an analysis of TSET’s current and projected future revenue and commitments.</b></p>	
<p>Ken Rowe reported that due to the earnings shortfall this year and the uncertainty of earnings in future years, the Program Development Committee recommended the suspension of the unsolicited proposal process until TSET was clear that new commitments could be made and sustained. He noted that the board did not want organizations to spend time and effort in applying for grants when sustainable resources were not available. He said that TSET had to break even for FY16 and that the budget and existing commitments were tight. He wanted to make it very clear that TSET had a \$10,000,000 shortfall this year and that the board wanted to honor our current commitments. Based on committee recommendations, Chairman Gebhart call for a vote to suspend the unsolicited proposal process.</p>	<p><b><i>Upon recommendations from the Program Development Committee, the board unanimously approved to suspend the unsolicited proposal process pending the analysis of TSET’s current and project revenue and commitments.</i></b></p> <p>Follow-up Actions: (1) Staff will issue a press release to include a quote</p>

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	<p>from Don Millican; (2) will send letters to all of the TSET appointing authorities; (3) notices will also be placed on the TSET website and social media channels and (4) contacts will be made with three organizations (Regional Food Bank, Morton, and OU Pediatrics) who have current proposals submitted for approval.</p>
<p><b>B. Discussion and possible action on the release of the next TSET Healthy Living RFP to close gaps in coverage</b></p>	
<p>Tracey Strader discussed the possible release of the next TSET Healthy Living Request for Proposals, intended to close gaps in service area coverage across the state. Due to the budget shortfall, the Project Development Committee recommended that the board delay the release of the next RFP pending an analysis of TSET’s current and projected revenue and funding commitments. Based on committee recommendations, Chairman Gebhart called for a vote to delay the release of a future TSET Healthy Living Program Request for Proposals.</p>	<p><b><i>Upon recommendations from the Program Development Committee, the board unanimously approved to delay the release of the next TSET Healthy Living Program Request for Proposals pending the analysis of TSET’s current and project revenue and commitments.</i></b></p>
<p><b>C. School-Based Health Education project update</b></p>	
<p>Tracey Strader reported that TSET convened the steering committee and reviewed the topline results from the teachers and administrators’ survey, which was presented to the TSET board in May, 2015. All Steering Committee members agreed that school-based health education was important for improving the health of Oklahomans, particularly children. During the discussion several members identified system-level strategies which could be addressed immediately. Tracey also shared that during a site visit she had with Superintendent Hofmeister and Board Member Casey Killblane, the Superintendent agreed that health education is important and she was supportive of the work of the steering committee. The group will reconvene October 29 to discuss recommendations and provide progress updates on some of the system inquiries and interventions identified as next steps.</p>	
<p><b>D. Discussion and possible action on incentive grants</b></p>	
<p>Kim McCoy, Director of Grants Management, presented a slate of cities recommended for funding. Cities included:</p> <ul style="list-style-type: none"> <li>• City of Guthrie (Gold)</li> <li>• City of Elk City (Gold)</li> </ul>	<p><b><i>Upon recommendations from the Program Development Committee, the board unanimously approved a total award of \$82,000 for the slate of two cities.</i></b></p>

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<p>McCoy presented a slate of school districts recommended for funding. Districts included:</p> <ul style="list-style-type: none"> <li>• Battiest Public School District</li> <li>• Kingston Public School District</li> <li>• Timberlake Public School District</li> <li>• Tulsa Public School District</li> </ul>	<p><i>Upon recommendations from the Program Development Committee, the board unanimously approved a total award of \$61,000 for the slate of four of school districts.</i></p>
<p>McCoy presented a slate of schools recommended for funding. Schools included:</p> <ul style="list-style-type: none"> <li>• Beggs Elementary (Three Stars)</li> <li>• Jenks West Elementary (Two Stars)</li> <li>• Poteau High School (Two Stars)</li> </ul>	<p><i>Upon recommendations from the Program Development Committee, the board unanimously approved a total award of \$28,000 for the slate of three of schools.</i></p>
<p><b>5. Program Implementation Committee Report – Ken Rowe, CPA, Acting Committee Chair</b></p>	
<p>Acting Committee Chair Ken Rowe directed board members to the Program and Health Communications Reports included in their board packets (pages 57-109) and noted that many great things were happening. He encouraged the members to review the reports to get a sense of the comprehensiveness of the TSET program interventions.</p>	
<p><b>6. Agency Operation Committee Report, Don Millican, Committee Chair</b></p>	
<p><b>A. Update on review and revisions to the Healthy Living Program</b></p>	
<p>Board Member Don Millican worked with TSET staff and the auditor from Finley &amp; Cook to review the financial procedures used with grantees, particularly community grantees. A few changes were made as a result:</p> <ul style="list-style-type: none"> <li>A. Eliminated the intent to sub-contract form</li> <li>B. Eliminated across the board desk reviews and instead requiring grantees, when possible, to put a schedule in their audits that will address the TSET grant</li> <li>C. Eliminated the separate invoice and expenditure report, and use the expenditure report as the invoice</li> <li>D. Condensed the financial procedures manual</li> <li>E. Eliminated the need for grantees to purchase and place paid media, and all promotional and incentive items will now be purchased by grantees from the TSET fulfillment house</li> </ul> <p>Through other conversations with OMES procurement, it was determined that TSET could do “direct pay” which means the TSET staff, OMES, and grantees no longer have to engage in the entire purchase order process, which requires multiple touches by multiple individuals in each agency. This move alone will create efficiencies for everyone.</p>	
<p><b>B. Discussion of grantee audit report results from Finley &amp; Cook</b></p>	
<p>Tracey Strader shared that the Agency Operations committee reviewed the results of the audit of a grantee in southeast Oklahoma – there were questioned costs of less than \$1,000. The auditor recommended that we avoid subcontracts for staff services, and that if subcontracts are to be implemented, TSET staff should emphasize the</p>	

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<p>importance of ensuring appropriate documentation. The auditor also recommends that TSET monitor this grantee closely.</p>	
<p><b>C. Update on posted staff positions</b></p>	
<p>Tracey Strader reported three positions were posted, (1) the Contracting and Acquisitions Officer, (2) Grants Manager, and (3) Grants Manager-Data and Reporting. Interviews were conducted. Staff hope to have the new and refilled positions on board by November 1, 2015. The board approved a Tribal Liaison position at last year’s retreat, but the details were not identified, and these other positions took priority as they were related to TSET’s infrastructure.</p>	
<p><b>D. Update on status of workforce development project</b></p>	
<p>Tracey Strader provided an update on the TSET-OMES Workforce Development project. OMES staff interviewed key staff and created a tool to help identify staffing needs. This tool was based on a ratio of work load to staff, and includes an Increased Productivity Factor for the addition of each new staff person. Tracey will invite the Workforce Development coordinator to present the tool to the Agency Operations Committee.</p>	
<p><b>E. Update on status of grants management application</b></p>	
<p>Tracey Strader shared that staff are working with OMES procurement to put a solicitation on the market by the end of this month to acquire a cloud-based application.</p>	
<p><b>F. Operating budget, budget-to-actual report FY15</b></p>	
<p>Tracey Strader reported that 84% of the operating budget for FY 15 was expended, leaving a balance of approximately \$250,000.</p>	
<p><b>G. Programs budget, budget-to-actual report FY15</b></p>	
<p>Tracey Strader reported that to date, 78% of the programs budget for FY 15 has been expended, leaving a balance of \$9.7 million. There were still outstanding invoices. She shared several examples of barriers to spending down the budgets, which included the launch of a new grant initiative, the lag time that occurred when hiring new personal and the establishment and use of the media fulfillment center.</p>	
<p><b>H. Discussion and possible action on FY16 budget revisions to adjust salaries for vacant positions, decreased total allocation for TSET Healthy Living Program to awarded levels, decrease funding allocated to potential unsolicited proposals, and decrease funding for a multi-agency training event which was postponed.</b></p>	
<p>Tracey Strader shared that the Agency Operations Committee proposed the budget revisions included on pages 121 to 123 of the packet, as stated on the agenda, which was intended to adjust salaries for vacant positions, decrease total allocation for TSET Healthy Living program to awarded levels, decrease funding allocated to potential unsolicited proposals, and decrease funding for a multi-agency training event which was postponed.) <i>(Casey Killblane was out of the room for the vote.)</i></p>	<p><b><i>Upon recommendations from the Agency Operations Committee, the attending board members unanimously approved the budget revisions.</i></b></p>

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<b>7. New Business – No new business allowed.</b>	
<b>8. Public Comment</b>	
Chairman Gebhart called for public comments, being none, he called for a motion to recess the meeting of the board.	<i>A motion to recess the board was made by Curtis Knoles, and seconded by Ken Rowe. Motion passed unanimously.</i>
<b>Board recessed at 7:12pm</b>	
<b>September 24, 2015 - 8:30 a.m.</b>	
<b>9. Welcome and Opening Remarks – Jim Gebhart, TSET Board Chair</b>	
Chairman Gebhart reconvene the board at 8:34am and welcomed the board to an action-filled day. He thanked Tracey, staff, and Tim Fallon, the facilitator, for the meeting preparation and for all the behind-the-scenes work and noted that regardless of outcomes, everyone had worked hard to pull together information. Gebhart also extended his appreciation to Commissioner Terry Cline and Deputy Commissioner Julie Cox-Kain for their attendance and contributions. He advised the group to move forward with open minds and candid discussions of TSET’s future direction and priorities needed to move forward. Chairman Gebhart then introduced Tim Fallon of The Clarion Group and invited him to facilitate the session.	
<b>10. Overview of Strategic Effectiveness – Tim Fallon, The Clarion Group</b>	
Mr. Fallon provided an overview of strategic effectiveness – an organization’s ability to set the right goals and consistently achieve them.	
<b>11. Assessing TSET’s Current Situation Highlights of Stakeholder Input</b>	
Fallon then provided an overview of the stakeholder assessment data, which provided insights in TSET’s key strengths, weaknesses and areas of needed improvement, critical issues and key priorities TSET should set in its strategic plan. Participants used the data as background for discussing TSET’s current situation.	
<b>Oklahoma’s Health Status and Future Challenges, Dr. Terry Cline, PhD, Oklahoma Secretary of Health and Human Services and Commissioner of Health, Oklahoma State Department of Health.</b>	
Dr. Terry Cline, Oklahoma Secretary of Health and Human Services and Commissioner of Health, provided an overview of the Health Status of Oklahomans.	
<b>Oklahoma’s Coordinated Approach to Health Transformation, Julie Cox-Kain, MPA, Deputy Secretary of Health and Human Services and Senior Deputy Commissioner of Health, Oklahoma State Department of Health</b>	
Julie Cox-Kain, Deputy Secretary of Health and Human Services and Senior Deputy Commissioner of Health, provided an overview of Oklahoma’s Coordinated Approach to Health Transformation.	

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<p><b>12. Setting TSET’s Future Direction</b></p> <p>Fallon provided a brief overview of the key elements of an organization’s future direction, which included a review of the TSET mission and vision. Participants agreed that the mission and vision provided an appropriate basis for developing TSET’s strategic plan. Participants also reviewed the current state of TSET’s values and behaviors. Participants agreed that TSET’s value and behaviors also provided an appropriate context for developing its strategic plan.</p>	
<p><b>13. Strategic Mapping: Developing Objectives for Each Priority Area</b></p> <p>Fallon facilitated discussions and input from the participants regarding the central challenge that TSET faces over the next 3-5 years. Based on participant input on the central challenge, Fallon then presented a “first draft” of a possible central challenge and strategic priorities map for TSET for the next five years. After discussion and revision, the group agreed to the following version as “good enough” to begin work on developing strategic objectives of the map. Participants then worked in small groups to identify objectives that support each strategic priority. Following is a summary of the central challenge, strategic priorities and objectives:</p> <p>Central Challenge: Achieve Targeted Improvements in the Health of Oklahomans</p> <p>Strategic Priority A: Focus Program Investments on High Impact Priorities</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ Focus on Oklahoma’s Leading Causes of Death</li> <li>▪ Use Evidence-based and Evidence-informed Practices to Address Tobacco and Obesity</li> <li>▪ Invest in High Priority Research</li> <li>▪ Impact High-Risk Populations</li> </ul> <p>Strategic Priority B: Create Statewide Awareness of TSET’s Strategies and Outcomes</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ Develop and Implement a Unified TSET Brand and Messaging Strategy</li> <li>▪ Implement Tailored Communication Strategies with Prioritized Constituents</li> <li>▪ Develop and Implement Standard Work Protocols for Communications</li> <li>▪ Use Appropriate Media Strategies to Create Awareness of TSET Outcomes</li> <li>▪ Align and Coordinate Communications with Other Influential Organizations</li> </ul> <p>Strategic Priority C: Strengthen Asset and Financial Stewardship</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ Establish Policy and Guidance on Budgeting and Spending Rate</li> <li>▪ Implement Priority Budgeting with Flex Plan</li> <li>▪ Develop and Implement Reserve Policy with Guidance for Usage</li> </ul>	

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<ul style="list-style-type: none"> <li>▪ Align the Timing of Commitments and Budgeting with Earnings Certification</li> </ul> <p>Strategic Priority D: Develop the Organizational Capacity to Meet Future Needs</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>▪ Develop and Implement Staffing and Succession Plans</li> <li>▪ Provide Staff Training and Professional Development and Recognition</li> <li>▪ Implement the Required Information Technology Systems</li> <li>▪ Foster Ongoing Board Development and Effectiveness</li> </ul> <p>Crosscutting Strategic Priority E: Expand and Strengthen Key Partnerships Statewide</p> <p>Crosscutting Strategic Priority F: Implement a TSET Scorecard to Drive Accountability and Continuous Improvement</p>	
<p><b>14. Wrap up and Recess</b></p>	
<p>Chairman Gebhart called for a motion to recess the board. <i>(Ken Rowe was out of room for motion and vote.)</i></p>	<p><b><i>A motion to recess the board was made by Curtis Knoles, and seconded by Casey Killblane. Motion passed unanimously among present members.</i></b></p>
<p><b>Board recessed at 7:12pm</b></p>	
<p><b>September 25, 2015 - 8:30 a.m.</b></p>	
<p><b>15. Welcome and Opening Remarks – Jim Gebhart, TSET Board Chair</b></p>	
<p>Chairman Gebhart welcomed board members back to the retreat and returned retreat facilitation to Tim Fallon.</p>	
<p><b>16. Finalization of the Strategic Map</b></p>	
<p>Mr. Fallon guided the group’s discussion to finalize the following high points of the TSET strategic map: The central challenge, “Achieve targeted improvements in the health of Oklahomans:”</p> <ul style="list-style-type: none"> <li>– Focuses on investing in those health improvement efforts within the parameters of TSET’s constitutional mandate that have the best potential for achieving specific, measureable results</li> <li>– Emphasizes improving the health status of all Oklahomans by addressing the leading causes of death in Oklahoma and the ways that tobacco use and obesity contribute to the leading causes of death</li> <li>– Stresses continuing efforts to invest in prevention using evidence-based approaches</li> </ul> <ul style="list-style-type: none"> <li>▪ Strategic Priority A, “Focus program investments on high impact priorities:” <ul style="list-style-type: none"> <li>– Builds on the central challenge to emphasize targeting investment priorities that will make the biggest difference in improving the health of Oklahomans</li> <li>– Stresses strategic focus in TSET’s program investments to “move the needle” – making measureable improvements in specific health issues that Oklahomans face</li> </ul> </li> <li>▪ Strategic Priority B, “Create statewide awareness of TSET’s strategies and outcomes:”</li> </ul>	

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- Recognizes that in addition to making a difference in health improvement, TSET needs to be recognized for the contribution that it makes
- Focuses on strategic approaches to creating statewide awareness of TSET’s contributions to health improvement
- Emphasizes working with appropriate partners in developing and implementing strategies to increase awareness of TSET and its contributions to health
- Strategic Priority C, “Strengthen asset and financial stewardship:”
  - Emphasizes implementing the organizational policies, guidance and decision making to carry out effective stewardship
  - Stresses increasing the effectiveness of the overall management of program investments
  - Includes the effective asset management carried out by the Board of Investors
- Strategic Priority D, “Develop the organizational capacity to meet future needs:”
  - Emphasizes continuing efforts to develop the systems and processes necessary to ensure TSET’s effectiveness as an organization
  - Focuses on specific organizational capabilities that TSET needs to develop in order to support the achievement of Strategic Priorities A through C.
- At the bottom of the strategic map there are two cross-cutting strategic priorities. In strategic map logic, cross-cutting strategic priorities:
  - Are placed at the bottom of the strategic map to show that they are foundational to the strategy
  - Span the map from left to right to demonstrate that efforts to achieve the cross-cutting priorities will be embedded in the efforts to implement all the other strategic priorities on the map
  - No plan to implement the other strategic priorities will be considered complete unless it includes emphasis on the cross-cutting priorities
- Cross-cutting Strategic Priority E, “Expand and strengthen key partnerships statewide:”
  - Focuses on TSET’s work with a wide range of public and private partners – including TSET grantees – to effectively implement Strategic Priorities A through D
  - Recognizes that TSET may need to work with different partners depending on which strategic priority it is working to achieve
- Cross-cutting Strategic Priority F, “Implement a TSET scorecard to drive accountability and continuous improvement:”
  - Focuses on developing and implementing a scorecard of key health improvement indicators/measures to guide TSET’s efforts and report its results
  - Emphasizes using that scorecard as a powerful tool to drive the continuous improvement of the organization

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- Stresses using the scorecard to communicate TSET’s results and demonstrate appropriate accountability to the people of Oklahoma

Strategic Priority A, "Focus program investments on high impact priorities," is supported by the following strategic objectives.

- Strategic Objective A-1, "Focus on Oklahoma’s leading causes of death:"
  - Is directly linked to TSET’s constitutional mandate
  - Emphasizes continuing efforts to address cardiovascular disease, cancer and obesity
  - Stresses addressing smoking prevalence as the number one preventable cause of death in Oklahoma
- Strategic Objective A-2, "Use evidence-based and evidence-informed practices to address tobacco and obesity:"
  - Focuses on continuing efforts to address tobacco use and obesity because of their contribution to Oklahoma’s leading causes of death
  - Emphasizes that TSET will continue to guide its investments in health improvement using evidence-based approaches
  - Includes using evidence-informed prevention in those areas where the evidence base may not yet be fully established
- Strategic Objective A-3, "Invest in high priority research:"
  - Focuses on high priority research as a continuing area of TSET investment
  - Emphasizes that TSET’s research investments will emphasize clinical and translational research related to Oklahoma’s leading causes of death – particularly cardiovascular disease, cancer and other tobacco-related diseases
  - Stresses that research investments will be in Oklahoma for the benefit of Oklahomans
- Strategic Objective A-4, "Impact high-risk populations:"
  - Recognizes that significant health disparities exist among different populations within Oklahoma
  - Also recognizes that the social determinants of health significantly disadvantage some Oklahomans based on the socioeconomic, cultural and environmental conditions in which they live and work
  - Emphasizes that TSET will pay special attention to program investments that can target substantial improvements in the health of high-risk populations throughout Oklahoma

Strategic Priority B, "Create statewide awareness of TSET’s strategies and outcomes," is supported by the following strategic objectives.

- Strategic Objective B-1, "Develop and implement a unified TSET brand and messaging strategy:"
  - Recognizes that TSET needs to do a much better job of communicating who it is, what it does and the difference that it makes

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- Focuses on creating a unified TSET brand that expresses its overall identity as well as its multiple initiatives and investments
  - Stresses developing and implementing an overall messaging strategy that builds awareness of TSET and supports its accountability with key stakeholders
  - Strategic Objective B-2, “Implement tailored communication strategies with prioritized constituents:”
    - Focuses on prioritizing TSET’s constituencies – such as the legislature, health leaders throughout the state, grantees and the people of Oklahoma
    - Emphasizes tailoring TSET’s communication strategies to address the unique needs of each constituency while still communicating a unified overall brand
  - Strategic Objective B-3, “Develop and implement standard work/protocols for communication:”
    - Focuses on making effective communication a regular and integral part of TSET’s investment strategies and organizational practices
    - Emphasizes working with TSET grantees and other influential partners so that they can assist TSET in building awareness of its investment strategies and health outcomes
  - Strategic Objective B-4, “Use appropriate media strategies to create awareness of TSET outcomes:”
    - Focuses on TSET’s owned media – its website, its social media presence, etc.
    - Includes emphasis on earned media – the public relations opportunities that TSET can cultivate as a result of the good work that it does
    - Deemphasizes using purchased media to promote the organization itself (as opposed to its initiatives, such as the Help Line) because it can be perceived as self-serving
    - Aligns TSET’s media strategies with both its investment strategies and its efforts to communicate the impact of its efforts
  - Strategic Objective B-5, “Align/coordinate communications with other influential organizations:”
    - Emphasizes intentional efforts to work with partner organizations in order to increase the effectiveness and impact of communication about TSET
    - Stresses engaging TSET grantees in disseminating the results of their health improvement efforts and communicating the outcomes they achieve
- Strategic Priority C, “Strengthen asset and financial stewardship,” is supported by the following strategic objectives.
- Strategic Objective C-1, “Establish policy and guidance on budgeting and spending rate:”
    - Focuses on the Board’s efforts to provide appropriate direction to guide TSET’s budgeting process – particularly in light of the varying levels of funding available for investment each year
    - Includes developing and implementing guidance on TSET’s spending rate in order to optimize its impact and its effectiveness in fulfilling its investment commitments
  - Strategic Objective C-2, “Implement priority budgeting with flex plan:”

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- Focuses on aligning TSET’s budget with its clearly defined program priorities
- Emphasizes using flex plan as a way to manage issues related to the annual variance in the funds available to invest
- Stresses ensuring TSET is able to consistently achieve its investment targets
- Strategic Objective C-3, “Develop and implement a reserve policy with guidance for usage:”
  - Focuses on developing and implementing policy to guide the effective utilization of TSET’s reserves
  - Emphasizes that appropriate use of reserves can reduce the negative impact of significant swings in funds available each year to make program investments
  - Stresses finding an approach that avoids both overusing and underusing TSET’s reserves
- Strategic Objective C-4, “Align the timing of commitments and budgeting with earnings certification:”
  - Recognizes that the current schedule for budgeting, making commitments and certifying investment earnings is problematic for making investments and effectively managing them
  - Stresses aligning the schedule of these three processes to more effectively support strategic investment
  - Envisions waiting to make investment commitments until after TSET’s earnings are certified so that the Board understands what money is available when it makes investment commitments

Strategic Priority D, “Develop the organizational capacity to meet future needs,” is supported by the following strategic objectives.

- Strategic Objective D-1, “Develop and implement staffing and succession planning strategies:”
  - Recognizes that TSET’s leadership and staff are essential organizational strengths for carrying out the mission, vision and strategy of TSET
  - Focuses on ensuring that TSET has the right policies and strategies to guide recruiting, developing, retaining and compensating its staff
  - Emphasizes developing and implementing succession planning to ensure that TSET has the current and future leadership and staff it needs
- Strategic Objective D-2, “Provide staff training, professional development and recognition:”
  - Focuses on ensuring TSET has the training and development capabilities it needs to ensure its staff performs at an optimum level
  - Stresses the importance of appreciation and recognition in fostering a motivated, high performing staff
- Strategic Objective D-3, “Implement the required information technology systems:”
  - Focuses on the critical importance of information technology for supporting TSET’s program investments and overall organizational effectiveness
  - Prioritizes implementation of the grants management system and other necessary technology
  - Emphasizes the importance of information technology in measuring the impact of its investments in health improvement and supporting the effectiveness of TSET’s organizational processes

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<ul style="list-style-type: none"> <li>▪ Strategic Objective D-4, “Foster ongoing Board development and effectiveness:” <ul style="list-style-type: none"> <li>– Focuses on continuing efforts to optimize the Board’s effectiveness</li> <li>– Emphasizes Board orientation and development to ensure: <ul style="list-style-type: none"> <li>· New Board members get up to speed quickly</li> <li>· All Board members function effectively and efficiently</li> </ul> </li> <li>– Includes conducting periodic reviews of Board practices and initiating appropriate improvement efforts to optimize the effectiveness of the Board and its individual members</li> </ul> </li> </ul>	
<p><b>17. Establishment of Implementation Priorities next 12 months</b></p>	
<p>Fallon introduced a “track of work” process for identifying priorities:</p> <ul style="list-style-type: none"> <li>▪ A track of work is a single map objective or a group of related objectives that involve similar effort</li> <li>▪ Tracks of work are a means of getting organized for implementation</li> <li>▪ Organizations generally focus on no more than three to five tracks in a 12-month implementation period</li> <li>▪ Participants agreed that the following tracks of work should receive primary emphasis during the next 12 months</li> </ul> <p>The board will focus on the following tracks of work:</p> <p>Staffing and Succession</p> <ul style="list-style-type: none"> <li>▪ Strategic Objective D-1: Develop and implement staffing and succession planning strategies.</li> </ul> <p>Budget and Spending Rate Guidance</p> <ul style="list-style-type: none"> <li>▪ Strategic Objective C-1: Establish policy and guidance on budgeting and spending rate.</li> </ul> <p>The Executive Director and staff will focus on the following tracks of work:</p> <p>Staffing</p> <ul style="list-style-type: none"> <li>▪ Strategic Objective D-1: Develop and implement staffing and succession planning strategies.</li> </ul> <p>Communications Strategies</p> <ul style="list-style-type: none"> <li>▪ Strategic Objective B-1: Develop and implement a unified TSET brand and messaging strategy</li> <li>▪ Strategic Objective B-2: Implement tailored communication strategies with prioritized constituents</li> <li>▪ Strategic Objective B-5: Align/coordinate communications with other influential organizations</li> </ul> <p>Program Investments</p> <ul style="list-style-type: none"> <li>▪ Strategic Objective A-1: Focus on Oklahoma’s leading causes of death</li> <li>▪ Strategic Objective A-2: Use evidence-based/informed prevention to address tobacco and obesity</li> <li>▪ Cross-cutting Strategic Priority F: Implement a TSET scorecard to drive accountability and continuous improvement</li> </ul>	
<p><b>2. Next Steps</b></p>	

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<p>At the conclusion of the meeting, participants identified the following next steps. Fallon will provide documents to Tracey Strader for distribution to session participants</p> <ul style="list-style-type: none"> <li>▪</li> </ul>	<p>Follow-Up: Tim Fallon, The Clarion Group, will provide:</p> <ul style="list-style-type: none"> <li>▪ The strategic map</li> <li>▪ A “presentation version” of the strategic map</li> <li>▪ A protocol for conducting a communications session</li> <li>▪ A comprehensive meeting summary of the strategic planning session</li> </ul>
<p><b>a. Communication: Communication the Strategic Plan</b></p> <p>A key aspect of the strategic planning process is communicating the draft strategic map to key constituents and securing their feedback on it. Tracey Strader and Jim Gebhart will give further thought to the stakeholders to engage in the communications process and the best way to carry out the communications process. They will engage board members as appropriate. Once the input is received from the communication sessions, the Board will consider whether to make any needed revisions to the strategic map. The Board will then consider formal approval of the strategic map/plan at its November meeting.</p>	<p>Follow-Up: The Board will consider final approval of the TSET Strategic Map at the November Board Meeting.</p>
<p><b>b. Implementation</b></p>	
<p>In preparation for the November meeting of the Board, further work will be done to develop implementation plans for the tracks of work prioritized for first-year implementation. Tracey Strader and Jim Gebhart will work with the Board to develop the implementation plan for the two tracks of work that are the primary responsibility of the Board.</p> <ul style="list-style-type: none"> <li>▪ Staffing and Succession</li> <li>▪ Budget and Spending Rate Guidance</li> </ul> <p>Tracey Strader and the TSET staff will develop the implementation plans for the three tracks of work that are the primary responsibility of the staff.</p> <ul style="list-style-type: none"> <li>▪ Staffing</li> <li>▪ Communications Strategies</li> <li>▪ Program Investments</li> </ul>	
<p><b>c. Reviewing progress and making adjustments</b></p>	
<p><b>d. Conducting the annual strategy update</b></p>	
<p>Tim Fallon outlined the following as best practices for reviewing progress on implementation and making needed adjustments.</p>	

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<ul style="list-style-type: none"> <li>▪ Use regular meetings of both the leadership staff and the Board for: <ul style="list-style-type: none"> <li>– Implementation updates</li> <li>– Resolution of implementation issues/problems</li> </ul> </li> <li>▪ Conduct periodic review and adjust sessions with the Board two or three times during the year that include: <ul style="list-style-type: none"> <li>– Review of progress with implementation of each track of work, including: <ul style="list-style-type: none"> <li>· Accomplishments</li> <li>· Issues/problems/gaps</li> <li>· Lessons learned</li> <li>· Next steps</li> </ul> </li> <li>– Reviewing the strategic map and implementation plans, making needed adjustments as necessary</li> </ul> </li> <li>▪ Complete an annual strategy update session – which is typically a one-day session to: <ul style="list-style-type: none"> <li>– Review progress on implementation</li> <li>– Update the strategic map based on: <ul style="list-style-type: none"> <li>· What was learned from implementation</li> <li>· What’s working and what isn’t working</li> <li>· How the environment has changed</li> </ul> </li> <li>– Set implementation priorities for the next 12 months</li> <li>– Align budget and human resources</li> </ul> </li> </ul>	
<p><b>3. Adjourn</b></p>	
<p>Following the wrap-up of the strategic planning session, Chairman Gebhart thanked Tim Fallon, the Board Members and TSET staff for their contributions and commitment to TSET. He then called for a motion to adjourn the board.</p>	<p><b><i>A motion to adjourn the board was made by Casey Killblane, and seconded by Curtin Knoles. Motion passed unanimously.</i></b></p>
<p>Board adjourned at 1:06 p.m.</p>	