

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS
NATIONAL ORGANIZATION OF RESEARCH DEVELOPMENT PROFESSIONALS**

Sunday, May 7, 2017 (April Meeting)

President Kiser called the regular meeting of the Board of Directors, National Organization of Research Development Professionals (NORDP) to order at 1:00pm Central Time on Sunday, May 7, 2017.

The following Directors were present at the meeting: Gretchen Kiser, Karen Eck, Karen Fletcher, Michael Spires, Rachel Dresbeck, Teri Solberg, Jeff Agnoli, Kathy Cataneo, Alicia Knoedler, Ioannis Konstantinidis, David Stone, and Kari Whittenberg-Keith. No Directors were absent.

Approval of Draft March 28, 2017 Board Meeting Minutes – Kiser

Kiser asked that the Board review the March minutes that had been posted and a vote would be deferred until the May 23rd meeting.

Consent Agenda - Kiser

NORD and Ad Hoc Committee Scope – Describes the focus of NORD

Whistle Blower Policy – Changes were made to take out any reference to an Executive Director. This is a standard policy that organizations need to have in place for good governance compliance and addresses retaliation.

Financial Policy – Describes roles and Board responsibilities and audit procedures.

Kiser moved (seconded by no one) that the Board accept these three documents. Motion passed unanimously.

Board Elections

Kiser thanked Konstantinidis for his role as Secretary this past year.

Kiser explained that Michael Spires will step in to the role of President as he is currently President Elect.

Kiser opened the floor for nominations for Vice President/President Elect and Secretary.

Konstantinidis nominated (seconded by Kiser) Karen Fletcher for Secretary.

Dresbeck nominated (seconded by Kiser) Karen Eck for Vice President/President Elect.

Fletcher and Eck left the meeting.

Kiser moved (seconded by Agnoli) to accept Fletcher as the Secretary to serve for 2-years and Eck as the Vice President/President Elect to serve alongside with Spires as the President. There was no discussion. The motion carried unanimously.

Kiser asked that the apprentice roles for Treasurer and Secretary be discussed in order to institute a strong succession plan. Agnoli said he thought there needed to be a structure for a Treasurer and Treasurer-Elect so that there were two people who had access to the material and passwords in case something happened to one of them. Spires said that in 2015 when the apprentice roles were written in to the bylaws, the position descriptions were purposely vague so that roles could be formed as needed; he noted that it isn't required that the apprentice step in to any role. Konstantinidis mentioned that NACRO has a structure of co-chairs for each position and Dresbeck said they have co-presidents too. It was acknowledged that this structure would make our Board much bigger.

Kiser asked if anyone would be interested in a co-role with Secretary or Treasurer. Cataneo said she would be interested in the apprentice Treasurer role but she would have to step away from the Member Services Committee - which already has two Board members on it - and she would have to see if her university would support her in that role.

Kiser asked that a working group be established within the Governance Committee to work on the apprenticeship roles of the Treasurer and Secretary. Stone asked if anyone would be interested in joining the Governance Committee as part of the task force on succession planning. Kiser volunteered. Konstantinidis said he would be available.

Mentor assignments for new Board members - Kiser

Agnoli volunteered to mentor Dresbeck as a returning Board member; Whittenberger-Keith volunteered to mentor Jan Abramson; Spires volunteered to mentor Jerilyn Hansen; Kiser volunteered to mentor Jennifer Lyon-Gardner.

Extended-Discussion Committee Business

Executive Conference Committee – Kiser

Preliminary discussion about the 2019 location (2018 in DC)

Kiser said questions have been added to the conference evaluation form that address conference location rotation preference i.e. to have the conference in DC every year or to move it around the nation. Dresbeck requested that we poll the members who aren't in attendance at the conference as well. Spires noted that there is a small increase in the percentage (around 5%) of conference attendance during the years we host the conference in DC. Dresbeck said the benefits of having DC our permanent location include: getting a good deal with a hotel, getting a multi-year deal, and there are opportunities to get good and compelling speakers who are already located in the area. Kiser and Spires said that the downside would include the cost of being able to attend and bring whole teams to DC each year if you were located on the West Coast. Konstantinidis said that a strategic path to take in order to offer something to everyone regardless of location would be for Regions to host meetings every year in addition to the yearly meeting. Kiser said this would be an Affinity group opportunity. Fletcher suggested that we also consider offering our conferences virtually. Konstantinidis said that this is cost-prohibitive at this time. Stone said that evaluations have overwhelmingly stated that networking is the most valuable aspect of the conference and you would lose this if we offered the conference virtually. Kiser said that that since getting feedback from the entire membership could take us in to September, we couldn't wait on deciding the 2019 conference location.

Kiser moved (Whittenberger-Keith seconded) that we move ahead with our plans to host the 2019 conference in the Northeast as our rotating region, like the normal plan, while collecting feedback from the membership on locations for 2020 and beyond. The motion passed unanimously.

New formats for the conference – Kiser

Kiser asked the Board to think about different formats for our conference, which could include a longer conference, a road show, an add-on to the conference with a Full Day RD101 program, etc.

Spires said a new Executive Conference Committee needed to be established for 2019. The policy says the committee should be made up of five people with at least one past-chair of the conference, and he suggested at least one regional representative. Kiser asked Spires to put together a list of names of who needs to be on the committee, and if anyone else is interested in being on the committee, they could volunteer. Kiser said the Executive Conference Committee's responsibility is choosing the location of the conference while the Conference Executive Committee, chaired currently by Eck, deals with the logistics of the conference itself.

Member Services – Solberg

Solberg gave an update on the membership drive: there are 90 new members, but with the goal to grow the overall membership roster by 100, we are not near that goal due to attrition. As of October 1 (beginning of our fiscal year) Spires said the report reflects 150 new members, but that includes pending/graced members.

Solberg said that as part of the membership drive Fletcher has been collecting the NORDP LinkedIn member names and Sarah DuCloux-Potter has volunteered to reach out to LinkedIn members who are not already NORDP members and invite them to become members. The committee will be looking at other ways to continue the membership drive. Cataneo said she was concerned about attrition, especially with people in higher leadership roles within their career. Kiser said this is why they are piloting the Leadership Forum at the conference this year.

Agnoli suggested that streamlining our membership form would be helpful since it is currently cumbersome; and noted that members are not correctly identifying their regional location. Kiser said that the original point of the regions was to distribute our membership evenly. Solberg said we might want to split the mid-west mountain region because geographically it was so large; but it would depend on if we were looking at it in population density terms and/or for travel possibilities. Konstantinidis said there were two goals: 1) balancing the goal of the Member Services committee in interacting with the members (purely numbers); and 2) allowing regional groups to self-organize. Solberg said she'd like to see it organized more for the regions and what makes sense for the membership rather than what makes sense administratively. Cataneo agreed.

Strategic Alliances

Dresbeck reminded the Board that the Sponsorship Committee is part of the Strategic Alliances Committee. Kiser asked: how do we position the relationship between NORDP and our sponsors? Agnoli said sponsors are necessary and sees it as a partnership. Kiser said they need us to have intelligence in to the institution in order to develop products we find useful in our jobs. Dresbeck said we have some sponsors that help us do our job better; we have sponsors that are informational and offer services but they aren't going to help us do our research better; and we have an increasing amount of publishing sponsors that focus on open publishing and open scholarship. Sponsors have said they want access to the decision makers. Spires said he sees sponsorship tension between sponsor-member stuff and member-driven stuff, like The Idea Showcase and time and space for sponsor demos; he suggested that sponsor specific demos should be allowed after or before the conference material and we should be prioritizing what members bring to the table. Stone said this related to outside of the conference too, where we might offer webinars where sponsors have a small segment of each webinar to pitch their products. Stone asked what kind of access do we give our sponsors? Agnoli said we could give them all our presentations for free. Kiser said we have been given a FigShare account which we could put all our conference presentations and posters on. Stone said we could use Trellis to connect with sponsors too. Dresbeck suggested that we have a vendor showcase during the pre-conference workshop and we offer webinars for sponsor products to maximize their exposure to the membership. Stone said there is member access, Board access, and leadership access that sponsors want. He suggested that we could offer them to sponsor our retreat and in return we could give them access to us during the retreat. Dresbeck said we could use the References page on the website to offer paid advertisement space.

Stone said that NORD has an opportunity to work with sponsors and requested that we could talk about NORD at this point in time. Stone said he asked InfoReady to sponsor a competition for 10 awards at \$1000 each asking for proposals to answer research questions posed by NORD to move forward a research agenda. The whole process would be conducted on the InfoReady product which would expose the product to a host of potential buyers. Kiser said the FigShare sponsorship is the same idea where the partnership is that the sponsors and the members both get something.

Kiser asked if there was anyone who would like to participate with Dresbeck in pursuing this new kind of sponsorship effort: a multi-pronged relationship to our sponsorship. Stone volunteered and Spires volunteered, citing that the president should be involved in this kind of thing.

Stone asked that he be considered to lead the NORD movement for at least the next five years as a field cannot be built overnight and he would be committing an enormous amount of resources to build this

field; and three years, when his term is up on the Board, isn't enough time to build an Institute. Kiser said that Stone could still be co-chair of the NORD committee once his Board term was up, but a Board co-chair would be put in to place to insure connectivity to the Board at all times. The NORD Committee should make a recommendation to the Board on the NORD leadership and present a structure to the Board that could include terms of leadership, a budget request from NORDP, and a structure that is completely separate from NORDP, if warranted. Konstantindis thought that if NORDP has a hand in what NORD does, it hampers what NORD can do. Solberg said this feels very much like an Affinity Group issue – we need to consider the structure and have a discussion presented about it before we go forward. Spires said the NORD and Ad Hoc Committee Structure document that was approved on the consent agenda says that the NORD committee is an ad hoc committee with corporate authority, which means under the bylaws that the majority of the committee members must be Directors. The members of the committee are Spires, Eck, Kiser, and Dresbeck; Whittenberger-Keith volunteered to be on the committee. Kiser suggested that a structure be presented to the Board in the next two months. Whittenberger-Keith moved (seconded by Eck) that Stone be the chair of the ad hoc committee that was just established in the consent agenda. Motion passed; Stone abstained.

Dresbeck said Sudenmeyer has worked on a relationship with NACRO and the next step would be to figure out what kind of joint programming and other opportunities we could work with them on. Eck suggested we pursue this with CARA too. Eck volunteered to be the CARA representative.

Professional Development – Whittenberger-Keith

Whittenberger-Keith said that the webinar program feels chaotic and the process has become extremely difficult with the loss of Tally and Denise; the logistics and coordination take more hands than the committee has volunteers for and video requirements have proved to be difficult because not all campuses have those resources. The committee is trying to standardize the process to get more people involved. Monetizing webinars is another issue, and going to that model in the Fall is not feasible. Whittenberger-Keith thought there were two levels of content: what members need and what Board members THINK members need. Whittenberger-Keith said we could use a format where we ask people to apply to present a webinar (Eck suggested we put out a call for people to present and offer a nominal amount, like \$50); and/or we could ask our membership at large what content they would like to have in a webinar format. There are two committee needs though: 1) one to set up the process, and 2) webinar content. Kiser said she would be on a committee that worked on the content but she couldn't chair it. Agnoli asked about the possibilities of sharing a webinar service with another organization like NACRO since we don't use it all the time, that way they can handle the logistics and we just send them our stuff when we are offering a webinar. Whittenberger-Keith said that content-wise, short-term, her committee was going through highly-evaluated conference presentations and asking them to create content for a webinar; Kiser suggested a longer term strategy could be worked on that could include revenue. Agnoli suggested that we change our model and we partner with our sponsors to do our technical work/assistance. Agnoli asked if there was technical assistance available from any of our existing resources like WebEx or Level 3 Communications. Kiser asked if the Professional Development Committee could look in to this – Whittenberger-Keith said her committee was simply tapped out. Cataneo said that they made it a requirement that anyone who received a travel award this year must volunteer to be on a committee. Fletcher suggested that invitations to be on committee could be something we offer our members once they join. Solberg said the Member Services committee can look at the introduction/onboarding material and work something in about joining committees.

Mentoring Program – Fletcher

Fletcher said 58 people applied for the program this year. Volunteer mentors increased by 25% over the last mentoring program; the committee asked former mentees to be mentors in the program to

encourage a pay-it-forward model. A member asked if he could pilot a shadowing program to shadow someone in a CRO position to see how to progress in to that position and the committee is working with him. The committee is working with Whittenberger-Keith to move the Qualtrics survey to the NORDP Qualtrics account so we aren't relying on someone outside of NORDP to analyze our code. The committee put together an education packet on mentoring and that has been well received. Knoedler suggested that mentors encourage mentees to join committees. Whittenberger-Keith said she thinks that each committee should have poster at the conference, because you can't go to all the committee meetings and this would be good exposure. Konstantinidis said we should have fliers that list everything a committee does that go in every registration folder. Eck noted this to incorporate in to the next conference.

Nominations/Election process – Eck

Agnoli reported that we spent \$3500 to elect four people in a candidate pool of four people, and from a fiscal perspective that didn't appear to be very responsible. If we ran the procedure through a Qualtrics account and then through a third party we could save money.

Spires said this is only the third year we have conducted elections like this. Eck said the perception looks like the elections were a done deal, however we had six candidates and only four were eligible. Eck received an email from one member who said they were not going to vote on principle because there were only four candidates for four slots. Spires said 31% of the membership voted in the election and over three years there have been fewer than 20 complaints total about the process. Kiser said everyone is vetted and Spires added that the Board has to ratify the vote. Stone said we already had this discussion and made this policy; in the years we have special slots like an PUI or MSI slot, then we have to force votes in those categories. Kiser said we need to figure out if there is a problem or not, whether someone complains or not; if we think there is a potential perception problem, then we need to at least figure out how to communicate what is going on. Agnoli said it is a fiscal problem, that if someone asks why we spent that much money on an election where everyone was going to get in. Stone said it is important to have a transparent and respected process in place, no matter how much it costs. Dresbeck said the process is something to address during the Business meeting. Many Board members expressed that this is not a common problem to have only four candidates for four slots and didn't anticipate it happening year-over-year.

Fletcher said we are addressing the wrong problem and we need to encourage people to vote and encourage people on our committees to want to run for the Board. Whittenberger-Keith said that a person has to have support from their institution too – and that could be an issue.

Agnoli suggested we could have a nominating campaign like a membership campaign. Eck volunteered to have Board members nominate two people each. Whittenberger-Keith said that this is a pipeline problem and a pipeline problem for committees. Kiser said we might want to look at our selection criteria so that it includes people who are at a leadership level who can spend time on NORDP.

Finance Committee – Agnoli

Agnoli said the reports are online.

Kiser said we need a strong Revenue Committee to make money saving recommendations. Agnoli said the Secretary and Treasurer are on the Revenue Committee.

Agnoli said we saved well over \$1000 with the cash card and other cost savings measures this year. We spend about \$10,000 on credit card processing and Agnoli is looking in to ways to save money there.

Agnoli temporarily cancelled our WebEx subscription because we weren't using it.

Agnoli said that he looked in to the need for Professional Liability Insurance for the PEERD program because of the liability in the PEERD reports. The insurance broker said that as a board we need to know what is in those reports because we could all be held personally liable for what it recommends. If NORDP is sued, they could go after everyone on the Board. We could hire an attorney to be a third party

review for us in order to make us all not personally liable for the information in the reports. Spires asked what other Boards do? Stone asked if we could restructure the agreement and the language about what we are offering. Kiser said we could call it an assessment.

There being no further business, Kiser moved to adjourn (Stone seconded) at 6:04 p.m. Central. The motion carried unanimously.

Respectfully submitted,
Karen Fletcher, Secretary 2017-2019

Note: The next Board Meeting is scheduled for Tuesday, May 23, 2017 from 1:30 p.m. – 3:00 p.m. Central Time (2:30-4pm Eastern, 11:30am- 1pm Pacific and 12:30-2pm Mountain).