

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

March 24, 2015

President David Stone called the teleconference meeting of the Board of Directors, National Organization of Research Development Professionals (NORDP) to order at 12:34 pm Central on Tuesday, March 24, 2015.

The following Directors were present at the meeting: Rachel Dresbeck, Anne Geronimo, Gretchen Kiser, Alicia Knoedler, Ioannis Konstantinidis, Jacob Levin, Ann McGuigan, Marjorie Piechowski, David Stone, Michael Spires, Peggy Sundermeyer and Anne Windham. Michael Spires acted as secretary.

Approval of Draft February 24 Board Meeting Minutes – David Stone

Anne Windham moved (seconded by Peggy Sundermeyer) to approve the minutes as drafted, after adding an indication of the directors who were absent from the February 24 meeting. The motion passed unanimously.

Update on 2015 Conference – Anne Geronimo

As of March 23, there were 320 registrations for this year's conference. This is somewhat ahead of where we were last year at this time. The conference target was 400 registrations; the low estimate of 10% under target was for 360, which we should easily make. Each of the pre-conference workshops now has between 25-35 registrations, and all of them are now in the black. More than 75 registrants have so far indicated a willingness to volunteer at the conference. It would be helpful to have one or two members of the Board volunteer to host a networking dinner for new NORDP members. If interested, email Anne Geronimo and she will pass the information along to Jeff Agnoli. The conference program is undergoing its second edit. David Stone needs to provide some additional information for his conference biographical statement.

A total of six "Conference Cameos" highlighting people who will be attending/presenting have been prepared. The first of these was sent out on the listserv March 23.

Rachel Dresbeck provided an update on conference sponsorships: We have between \$42,000 and \$45,000 in confirmed commitments, including a couple of new sponsorships. The conference budget only included a \$25,000 contribution from sponsorship income, so this means we are likely to be able to add to our operating reserves. She had a good conversation with Scott Maynard on how to help members learn more about the conference sponsors, and will provide information to the Conference Committee about that conversation. Anne Geronimo noted that the Conference Committee has a conference call scheduled for this Thursday; Rachel will participate on the call if possible, otherwise the committee will follow up with her.

Peggy Sundermeyer noted that Designing Events was supposed to provide a budget update on the conference before the end of the week. She did not anticipate any surprises or problems in the budget, and will forward the information to the Board once it becomes available.

David Stone asked if we have a confirmed location for our in-person meeting on the day before the conference. Anne Geronimo will follow up with Designing Events and report back. David also asked Rachel Dresbeck if we had scheduled a sponsor event for after the Board meeting. We have, since there

was no other place on the calendar where we could reasonably provide an opportunity for sponsors to meet the Board members, opted to invite sponsors to the president's suite after the Board meeting concludes on Tuesday.

Jacob Levin provided an update on speakers for the general session. Anita La Salle, a program officer from NSF's I-CORPS program, has agreed to participate. He has also put Christina Thorsel from UIDP in touch with David Stone and Jeff Agnoli. Anne Geronimo noted that the Conference Committee did not have Christina's name and contact information. Jacob will provide that to the committee so they can be sure to send speaker packets.

Gretchen Kiser asked whether the concept of knowledge mobilization around which the session is organized isn't broader than only intellectual property transfer, and whether the speakers we have invited to present adequately represent the breadth of that topic. Jacob Levin noted that UIDP is an industry partnership that involves research and just a little bit of licensing. I-CORPS is about university start-ups. If we are looking to include someone who can speak on translational medicine or policy aspects, they should ideally be from the DC region since making travel arrangements from farther away may be problematic this close to the conference date: possibly someone from GUIRR or NIH? David Stone said that Susan Sloan might be a good back-up. He has someone in mind for a policy speaker, and will be reaching out to them in the next day or two. He will follow up with Jacob, and copy Gretchen and Anne when he knows more.

David Stone also noted that for the next Board meeting, we need to focus on identifying officers for next year, which must be done at that meeting, and also to get back into discussing institutional memberships and revenue generation so we have momentum going into next year. If other Board members have agenda items to be discussed at next month's meeting, email these to Michael Spires and David Stone. We will have the agenda set and send it out a week or so ahead of the meeting for review and comment.

Anne Geronimo noted that both of the nominees for the Holly Falk-Krzesinski Award are current members of the Board. Is it policy in that case to have someone outside the Board make the choice, or do the nominated Board members just recuse themselves from voting? David Stone said that the nominees for this award have so far always been Board members, and that once the selection committee forwards a name, the Board votes without including the nominated member. Anne will send the nominee information to David who will handle the approval process.

Treasurer's Report—Peggy Sundermeyer

The six-month operating budget looks good. Renewals are a little higher this year than expected, and new memberships are a little lower, but the increased sponsorship income will likely offset any fall-off in revenues and we should still have \$25,000-\$30,000 to add to the operating reserve.

Discussion of consultants' requests for rate increase. Both Matt Dunn, our website consultant, and the bookkeeper who assists the Treasurer have not had a rate increase for five years. Both are seeking modest \$5/hour increases in their hourly rates. Matt Dunn was only billing for 43 hours last year, but we are likely to need more time from him this year as there are several upcoming projects that will require his expertise. Jacob Levin moved, and Rachel Dresbeck seconded the motion, to approve the increase for Matt Dunn. The motion passed unanimously. Michael Spires moved, and Gretchen Kiser seconded the motion, to approve the increase for the bookkeeper. The motion passed unanimously.

Memberclicks upgrade. We have now reached the point where our usage of Memberclicks requires us to upgrade our level of service. There is some discrepancy between the way Memberclicks counts our users (because if a user doesn't join NORDP within 30 days of starting a trial membership, that person's profile rolls over into basic contacts, which is also what we have asked Memberclicks to do with the profiles of full members whose membership has lapsed), but even if we do the count in the way that's most favorable to our current level of service, the growth in membership means that we are likely to exceed it in the near future. The Treasurer recommends that we continue to pay Memberclicks on a month-to-month basis, and upgrade to Level 3 service which will give us ample room to grow.

Gretchen Kiser asked what our rationale was for continuing to work with Memberclicks, given the numerous issues that have come up in regard to the service in recent weeks, and concerns that the system doesn't provide us with the flexibility we either need or would like to have. Ann McGuigan noted that all of the other options we've looked at are considerably more expensive, so we would have to take that extra cost into account. Peggy Sundermeyer also noted that with the annual meeting close at hand, there is both little extra bandwidth to explore other options at the moment, and also much of the conference infrastructure currently uses Memberclicks, so changing providers at this time is not advisable, though we should form a small working group to begin looking at and pricing other options once this year's conference is over. Gretchen Kiser moved (Rachel Dresbeck seconded) to accept the recommendation to move to the next level of Memberclicks service on a month-to-month basis. The motion passed unanimously.

Committee Reports:

Membership Services – Ann McGuigan. Almost all of the NORDP regions now have regional representatives, though the committee is still seeking volunteers for one or two. Gretchen Kiser's metrics subcommittee is actively analyzing the survey data. Gretchen noted that the analyst is having to do some remediation on the data because in several cases respondents gave "other" responses when these can be hashed into existing buckets. The metrics subcommittee is hoping to have the analysis completed and to give a report in time for the conference. It's becoming clear that there is some confusion around how to respond to the questions about race and ethnicity—this is one set of questions where a lot of non-standard responses were received. The question will likely need to be updated for future surveys.

Anne Windham asked how the regional representatives will be working at the conference. Ann McGuigan said that all of the regional representatives would be greeting members from their respective regions. The representative from Region I: Northeast would likely be more active, since they are more formally organized than most of the other regions at this point. Peg will be visiting, and McGuigan will make a point to speak with her during the conference. Anne Windham asked to please keep Kathy Catania in the loop, and Peggy Sundermeyer agreed to contact her.

Anne Windham reported on the NORDP Northeast meeting that took place March 23. There were more than 40 participants in attendance. There was a discussion of the last couple of Dispatches from 20 N. Wacker, and several good breakout sessions. The group plans another meeting this summer.

David Stone asked Ann McGuigan to get membership data from the last year for the next meeting of the Board.

Communications – Rachel Dresbeck. After a disappointing response to the most recent call for a meeting and for volunteers to help with social media and the blog, perhaps having a committee to

handle communications isn't the best model. It may be more productive to go to a team model where we can ask individual volunteers or small groups to handle a given task, give them guidance, and let them go do it, rather than try to filter everything through a large standing committee. This will become more of an issue next year when Rachel steps up to the presidency and will have less time available for committee work. David Stone would like us to discuss this at the next Board meeting. Jacob Levin agreed that communications is an area that is both critically important to NORDP and one where we are not as strong as we would like (or need) to be. We should authorize a team with narrow, defined roles, and let them work to get things done. Peggy Sundermeyer concurred, and noted that if we could develop a prioritized list of tasks, we could even explore the possibility of hiring consultants or administrative help to get the work done.

External Engagement – Jacob Levin. The committee has not met since the last Board meeting, but has a meeting scheduled for March 25. There have been a few more travel scholarships awarded for individuals representing or advocating for NORDP at other professional meetings, and the liaison program is going forward. Jacob and his committee will be working on a large web project with Matt Dunn in the coming weeks, around the NORDP activities brochure. If there's news from the next committee meeting, David Stone asked that Jacob email it to him and to Michael Spires so we can make sure the information is disseminated to the other Board members for the next meeting.

Enhancing Collaborations – Michael Spires. Michael checked with Denise and Matt Dunn whether it would be possible to publish the center document on the website either as a wiki or in a dedicated circle. They have not yet responded, so he will follow up with both of them again later in the week. If either of these options is feasible we can simply publish the document, noting that it is very preliminary and in need of further editing, additional sources, etc., and ask the membership to help curate it. If neither option proves feasible we will have to explore other ways of accomplishing the same thing. Nature News put out an interesting think piece recently on what to look for when hiring an academic chair, which could also be relevant for picking a center director. If there's anything useful in that piece, we can add it to the center document. If other Board members have thoughts about the document, either things that are missing and that need to be added, or things that need updating, please let Michael know.

Effective Practices and Professional Development Committee – Ioannis Konstantinidis

The full committee report is on Basecamp. Pre-conference workshops were already discussed, and the full details are in the report on Basecamp.

For webinars, the next one has been scheduled for June 4 at 2 p.m. Eastern with Susan Gomes and Caitlin McDermott Murphy from Harvard. The facilitator is working on getting all the final details in place. Ioannis will work with David Stone to find times and dates for David's presentation.

The committee's main concern is finding leadership for the mentoring program. Everyone currently involved was contacted, but no one has the time to manage the program and we will need to start over recruiting volunteers and getting the program back on its feet. He will try to get people to sign up during the conference. Getting members to sign up for an activity has always been a difficult task, and the committee would welcome suggestions from the Board and from other groups. If we can't get a leadership team together, we will have to give up the program altogether.

Peggy Sundermeyer asked whether we have data on mentors and mentees that Leigh Botner has kept. We do have that information, though it may not be current. We want to reach out to those who have

benefited from the program and ask them to give back, but if there are other ideas the committee would be happy to hear them.

Gretchen Kiser asked what we can do, as we're thinking about additional surveys for the membership, to understand why the mentoring program seems to have petered out. Obviously, we all have time constraints, but we all also need a network of people who understand our situation that we can talk to. It's important that we do what we can to figure this out.

Anne Windham noted that EPPD, when she was involved, had a highly ambitious agenda that was great: webinars every week, and the mentoring program—and then they lost three members of the committee, making it difficult to sustain the agenda without support and plans for transition.

Rachel Dresbeck suggested that regional groups may be serving in some sense as a mentoring network. As organizations go along and members become more sophisticated, the exact needs and shape of programs will change in response. Perhaps it would be worthwhile to devote some thought, whether at the conference or in the near future, to programmatically review where we are, see what is filling the gaps, and evaluate whether the necessity for the program as originally designed has evolved to the point where we can develop a version 2.0. We shouldn't give up on the idea, but maybe it's time to re-think how it operates.

David Stone agreed, and suggested that one possibility, if we're struggling to handle the current one-on-one mentoring paradigm, would be to shift to something like "mentor office hours" where a mentor would be available, once a month or at regular times, and people could call in and would talk to anyone who called in. Ann McGuigan recently spoke to an RD professional in Australia, and held up the mentoring program as one of the major benefits to being a NORDP member. Gretchen Kiser said that perhaps the model could shift from a more formal mentoring relationship when the mentee is new to research development and then develop into more of a networking option after the mentee gains relevant experience. A lot of us would like to have someone we could call when problems arise and be able to ask if they've experienced something similar and how it was handled.

Jacob Levin noted that keeping regular communications with his mentees has allowed both sides of the relationship to learn from the other and to derive mutual benefit. The one-on-one connection that the mentorship program provides is incredibly valuable and is unlike anything else we have going on. If it's really just the overhead of doing the match, is that something that Talley could help us with? Once the mentorship program is going, the mentors and mentees themselves will keep it going. Anne Windham suggested that the matching of mentor and mentee involved complexities that would probably not be feasible to turn over to Talley. Ann McGuigan suggested possibly we could do an online model. Jacob agreed, and suggested that individuals with the time and interest to be a mentor could post a short profile, and then those who were looking for mentors could read and evaluate whether they felt that connection would be helpful to them.

David Stone said we may need to look at ways of providing staff support for the program, if we can identify someone to take ownership of it.

Executive Conference Committee for 2016 Location – Anne Windham

The site visits in Orlando and Atlanta took place a week and a half ago. A follow-up debrief with the local NORDP members who served as site visitors was just held, and Dianne from Designing Events provided a report that will be forwarded to the Board later for possible quick action, as the hotels involved are

anxious to finalize the arrangements. There were four hotels evaluated in both Orlando and Atlanta. A quick question for the Board might eliminate one of them or move them up, depending on the decision. A location outside of Atlanta, Château Elan, a vineyard and conference site. They can give us competitive rate. The entire site, rooms and restaurants, would be exclusively reserved for NORDP during the conference—but it's about 45 minutes outside of Atlanta. It sounded beautiful, but more like a retreat than a conference site. Peggy Sundermeyer said her first impression was that it was isolating and she wouldn't recommend it. Gretchen Kiser pointed out that logistically, it would be difficult to organize a conference that far away from the city. David Stone agreed that it would be a good retreat location that we should keep in mind, but probably not good for the conference. Anne Windham will move it down on the recommendations list. The committee hopes to get a hotel signed within a couple of weeks.

Nominating Committee – Michael Spires

We extended the deadline for applications because we only had three. There were four people who were nominated, one of whom did put in an application. The committee chair emailed the other three nominees and encouraged them to apply and also put out an email to the listserv stating that we would consider additional applications. The committee has not yet seen any of the applications; those that have already been submitted have not yet been forwarded to the committee. The new deadline for applications is 5 p.m. Pacific on Friday, March 27. The committee is supposed to recommend at least two candidates for each position, so we need a minimum of six. More would be better, so please beat bushes, twist arms, etc., to encourage people to apply.

Survey and Ballot Systems have begun the design process. They had two questions that Michael agreed to refer to the Board for decision. The first is whether we want, as they're designing the election site, to force votes for all positions or let people skip if they don't like any of the candidates. The second question is that if, once we've sent them the member database, they send an email to the address indicated and it bounces, do we want to do any kind of follow-up with those people to allow them to vote? On the question of the member database, at what point do we say the database is finalized and if you join after that date, you're not eligible to vote. David Stone said the cutoff should be the date on which we have to send the membership information to SBS: anyone joining after that date will not be eligible to vote in this year's election.

On the question of forcing ballots, David felt that for this first member election we should force people to vote for each office. If the membership feels strongly that they should have the option to abstain from one or more offices, we can take that under advisement for the next election.

Gretchen Kiser said that if an email bounces, we should not make any effort to track down members who did not provide up-to-date contact information. David Stone and Peggy Sundermeyer agreed. Gretchen added that when we call for the election, we can remind members to update their profile information to be sure it's accurate. Anne Windham added that we need that information accurate for the conference anyway.

On the question of recruiting additional applicants, David Stone asked if we needed to know who had already been nominated or applied, so we aren't nagging people who have already stepped up. Peggy Sundermeyer noted that the information is available to all Board members on Memberclicks. David Stone asked if there was one for each category of seat that we need. We only have one designated seat open, for a representative from either a regional institution or a minority-serving institution, and at least one nominee is eligible as a regional member. Rachel Dresbeck provided the names of the applicants to date: Terri Soelberg from Boise State; Sheryl Goldberg from Urbana, who has applied before and who is

new to NORDP, having joined just last summer; and Jennifer Lyon from Austin. David sent an email to Meredith Murr, but never heard back. Ann McGuigan needs to contact her about something else, and can reach out today to see if she would be interested in applying. David suggested that if more than one of us reached out to her, that might help. Gretchen will also reach out. Jacob Levin noted that she's a great candidate but would be another representative from the University of California system. David noted that we're only trying to get good nominees, the election will be up to the membership. David will reach out to Cathy Cataneo from NORDP Northeast. Jacob Levin added that it would be a good idea to reach out to younger members and representatives from smaller schools to provide greater diversity on the Board. We might also look at people who have written articles for NORDP News.

Institutional Memberships and Revenue Generation – Alicia Knoedler and David Stone

Alicia is meeting with Philip this week. She will report to the Board at the next meeting.

There being no further business, Rachel Dresbeck moved to adjourn (Peggy Sundermeyer seconded) at 3:00 p.m. Central. The motion carried unanimously.

Respectfully submitted,
Michael Spires, acting Board Secretary

Note: The next Board Meeting is scheduled for Tuesday, April 28, 2015, at 6:30 p.m. Eastern Daylight Time at Seasons 52 Restaurant, 11414 Rockville Pike, North Bethesda, MD.

Approved by the Board of Directors at its meeting on April 28, 2015.