

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

Tuesday, March 22, 2016

President Rachel Dresbeck called the meeting of the Board of Directors, National Organization of Research Development Professionals (NORDP) to order at 1:33 pm Central on Tuesday, March 22, 2016.

The following Directors were present at the meeting: Jeff Agnoli, Rachel Dresbeck, Karen Eck, Gretchen Kiser, Alicia Knoedler, Ioannis Konstantinidis, Marjorie Piechowski, Terri Soelberg, Michael Spires, David Stone, and Peggy Sundermeyer. Jacob Levin was absent. Denise Smith of Talley Management participated as a guest.

Approval of Draft February 23 Board Meeting Minutes – Rachel Dresbeck

Gretchen Kiser moved (seconded by Peggy Sundermeyer) to approve the minutes as drafted. The motion passed unanimously.

Action Items

Conference Scholarship and Awards Subcommittee Recommendations for Rising Star Awards – Jeff Agnoli.

A report was posted to Basecamp. The subcommittee received 13 scholarship applications and is recommending funding 11 of them. Two were deemed to lack sufficient detail for consideration. The total scholarship cost is less than \$6,000, which is within the approved budget for the conference. Four nominations were received for the Rising Star Award, and three of the nominees are being recommended for the award: Jennifer Lyon Gardner, Kaitlyn McDermott Murphy, and Kari Whittenberger-Keith. The fourth nominee was deemed not quite on the same level as the three being recommended for the award this year. The report also contains the procedures developed by the subcommittee for handling nominations and recommendations for awards.

Multiple nominations for the same individual were received for the Holly Falk-Krzesinski Award. Since the nominee is a member of the Board, the nomination will be addressed separately. By email on April 5, 2016, Rachel Dresbeck moved to accept the recommendation of the Conference Scholarship and Awards Subcommittee for the recipient of the 2016 Holly Falk-Krzesinski Award. The motion carried with 10 voting aye, 0 voting nay, and 2 not voting.

Rachel Dresbeck said that she would like the subcommittee, sometime after the conference, to revisit the role and membership of the subcommittee. The conference chair should have some role in any decisions that affect the conference budget. Dresbeck added that she did not realize that the subcommittee had taken on the role of reviewing nominations and making recommendations to the Board. Historically, the subcommittee, while it did help with reviewing applications for conference scholarships, mainly was responsible for ordering the awards and organizing the presentations. Peggy Sundermeyer replied that we present the awards at the annual conference because it is convenient to do so when the majority of the members are all gathered in the same place—but the awards themselves are not necessarily a conference function, and so there could be reason to separate the awards function from the conference committee. Dresbeck added that she would like the Board to consider, either at its retreat this year or the June meeting (so that Sundermeyer can participate in the discussion), how we are using our budget overall—are we spending appropriately, for the right things, and are we making the best use of the members' money. As an example, we might consider the way we handle conference scholarships. We've done it the same way for years because at one time it made sense to do so, but

especially with the advent of an executive director, now would be a good time to revisit and possibly rethink budget matters before we move on.

Jeff Agnoli moved (Rachel Dresbeck seconded) to approve the subcommittee's recommendations for the Rising Star Award. The motion carried unanimously.

Committee Reports:

Executive Committee – Rachel Dresbeck.

The Executive Committee met March 8 and mostly discussed the search for the executive director.

Executive Conference Committee – Rachel Dresbeck

Michael Spires presented the committee's recommendation of the Omni Interlocken in Denver for the 2017 annual conference. The committee looked at a number of hotels throughout the Midwest/Mountain region. Several were eliminated quickly by virtue of their distance from a major airport. Committee members and local NORDP member volunteers made site visits in February to four hotels in the Denver metropolitan area and two in Salt Lake City. After the site visits, the committee recommended a short list of one hotel in Salt Lake City, one primary hotel in Denver, and a secondary hotel, and asked Designing Events to reach out to the conference staff at those hotels and ask for final quotes. The Omni Interlocken had the best package of the three, with a highly competitive room rate of \$152 per night, including free high-speed internet in both the meeting rooms and the guest rooms and public spaces. The conference will pretty much have the hotel to itself. There is ample space for all of the meetings, several of which have natural light. There are several outdoor spaces that we can use for receptions and other functions. There is an in-house dine-in restaurant and also a more informal brew pub. The hotel is a little outside of Denver proper, but is very easy to access from the airport. Half of the hotel rooms will have mountain views, and the others will look out over one or more of the three golf courses immediately adjacent to the property. The committee will now begin looking for potential sites for the 2018 meeting, which will be back in the DC metropolitan area.

Rachel Dresbeck noted that there are 390 guest rooms and suites in the hotel, and asked whether there are other hotels in the area that could handle overload if needed. Spires replied that there are other hotels in the area that aren't far away. The conference planner assumes that between 15% and 20% of attendees will not stay in the conference hotel, either because they are local and don't need (or their institutions will not pay for) a hotel room, or because they prefer a different brand. There should be enough rooms at the hotel for all those who want to stay there, and there are other hotels in the area that can accommodate overflow. Dresbeck added that we will have to get a photo of the hotel and ask Matt Dunn to create a graphic for us so we can publicize the location at the Orlando meeting. Gretchen Kiser said she would add that to the loop. Spires added that we should also check with Dianne Norcutt of Designing Events to verify his recollection that a representative from the Colorado Convention and Visitors Bureau who was willing to come to Orlando to promote the event, and also that the Omni was one of the hotels we visited who expressed an interest in doing the same. Peggy Sundermeyer suggested that we include a line item in next year's budget for expenses incurred by the Executive Conference Committee during the site selection process. These were relatively minimal this year, and since the President is a member of the committee, she can approve the expenditures—but it would be wise to include a specific line item in the budget so these expenses can be monitored. Dresbeck concurred with the recommendation.

Michael Spires moved (seconded by Gretchen Kiser) to approve the Omni Interlocken for the 2017 conference location. The motion carried unanimously.

Dresbeck continued that the committee is recommending Michael Spires as the 2017 conference chair. One of the conference chairs must be a Board member. They may or may not be from the same region as the conference (as Kiser is not this year, for example), but we also want to have site managers and other appropriate help, and Spires has identified some people to help already. Peggy Sundermeyer asked whether the individual named as the conference chair was also then expected to be the incoming vice president/president-elect. Dresbeck responded that, as was discussed at the Board meeting last May (and also among the members of the Executive Committee), while we continue to believe that it is a good idea to have the two offices linked, it may not always be possible or ideal to do so. The goal is to have the conference chair to be the president-elect, but since the Board will not elect officers until later, it can't be an ironclad rule. Sundermeyer demurred, saying that what we want is for a president-elect to have significant experience within NORDP, but there are ways to achieve that level of experience. She suggested this was an issue needing further discussion. Dresbeck replied that there are certainly multiple ways that a Board member could achieve the sort of significant experience we would want in a president-elect, but that serving as the conference chair might be the best one, since that role touches everything that NORDP does or is involved in. There are any number of reasons why an individual might want to serve as conference chair, but could not also serve as president-elect. We are expressing a preference, but not establishing a requirement.

Peggy Sundermeyer moved (seconded by Gretchen Kiser) to approve the recommendation of Spires as the 2017 conference chair, without any conditions on his future service as an officer. The motion carried unanimously, with one abstention.

Dresbeck continued that the 2018 conference will again be in the Washington, DC area, and suggested that we ask Designing Events to locate a suitable site. They can do so without a contract extension, although we can certainly ask them to provide a quote for such an extension if needed. Their fees are paid by the hotels involved, so the cost to NORDP is relatively minimal for site visits and associated expenses. Kiser concurred with the suggestion. Spires added that if we lock down the site now, we will get a better rate.

Dresbeck moved (seconded by Michael Spires) to allow Designing Events to begin the process of identifying sites in the DC area for 2018. The motion carried unanimously.

Dresbeck then brought forward the committee's nomination of Karen Eck as the 2018 conference chair. Eck responded that she would be glad to chair the 2018 conference in DC. She added that she had written to the Executive Committee after the Board's last meeting and expressed an interest in being a conference chair. The Executive Committee forwarded the information to the Executive Conference Committee and, after discussing the timing with Eck, is recommending her as the 2018 conference chair.

Dresbeck moved (seconded by Peggy Sundermeyer) to approve the recommendation of Eck as the 2018 conference chair. The motion carried unanimously, with one abstention.

2016 Conference Committee – Gretchen Kiser

A small amendment to the conference budget discussed at the Board meeting in January was sent to Board members for discussion and an email vote. Michael Spires announced that after a discussion of issues raised by Jacob Levin, no further votes had been received. Kiser replied that the issues raised by Levin about the fee for the conference planner and the costs of A/V service had already been discussed by the Board numerous times, and that the proposed amendment, making a nominal adjustment of a few thousand dollars, was not related to either concern.

Peggy Sundermeyer offered a friendly amendment to Kiser's proposed budget amendment, namely, that the conference chair be granted the authority to make changes within the approved conference budget of not more than 10% without having to seek Board approval for such changes. Sundermeyer moved (seconded by Spires) to approve the revised conference budget as amended, allowing the conference chair rebudgeting authority for up to 10%. The motion carried unanimously with one abstention.

Kiser noted that we had 289 conference registrations as of this morning. The nominal base for this year was planned with a slight increase over last year's participation, reflecting the recent historical trend of each year's conference attracting slightly more registrations than the previous year's. Kiser and the conference executive team are brainstorming strategies to market the meeting with other professional organizations. Although we have liaisons with such organizations, and had hoped to use them to help promote the conference, thus far this year that has not happened. Alicia Knoedler noted that she had advertised the conference, some time previously, to the APLU Council on Research. She added that since the full program was not available at the time, there were a number of people who, while interested, had never attended a NORDP meeting before, wanted more information about the content. Kiser responded that the first program draft is now available, so hopefully that will help. Knoedler said she would be happy to share the invitation she sent, which was focused at the associate/assistant VP/associate dean of research level, if others wanted to adapt it. Kiser asked that if Board members had access to other relevant listservs, they let her or Jennifer Lyon Gardner know, so that we can do a push now that we have the actual conference content fleshed out and people will be able better to understand what the conference topics are.

The first draft of the conference book will be out later this week for additions and corrections. Kiser asked if we wanted to add a statement of future vision as an element of the program book. This might be useful for first-time attendees and attendees from other career disciplines as a way of focusing them in on things we feel are important and helping them understand the conference direction. This could be derived from some of the information we have already. The letter from Dresbeck speaks to some of that, but we could expand on it if doing so would be helpful. We have about as much in terms of sponsor revenues as last year, though not necessarily the same sponsors. Dresbeck added that we have a Ph.D. program as a sponsor this year, which might be an interesting concept for the future.

Kiser added that we are trying a different version of the tracks this year. Instead of basing tracks on levels of experience, which has not been highly successful in the past, we are designating certain presentations as leadership development in research development or as fundamentals of research development. This is intended to help guide new attendees toward presentations that others may have already heard but which are relevant for them and important to research development. We are still making one more effort to get a foundation representative to speak, and we are working behind the scenes to make that happen. We may not have as much of that this year as in past years, but Kiser added that we rarely get as many sponsor talks in years when we are not in DC.

Dresbeck added that we want to ensure that Board members are circulating at the conference. Kiser will adapt the template created last year by Spires and provide it to Board members before the conference, so everyone will know where and when the events are scheduled that they are expected to participate in. Spires noted that he only has travel information for five Board members so far, and asked that as Board members do make their arrangements, they please copy them to him and Dresbeck. Sundermeyer asked that Board members also save their receipts, or forward them to her for processing.

Member Services – Marjorie Piechowski/Terri Soelberg

Piechowski reported that the committee has had a couple of new members join. There has been a discussion with Talley about new NORDP members not being in the system or being able to access NORDP content. Talley is looking into that issue. Piechowski also noted that new members are not automatically subscribed to the NORDP listserv, and should be reminded that they need to do so.

Terri Soelberg added that several committee members were looking at the resources page. It was not clear who is responsible for maintaining that page, but a number of the links are out of date. Several of the new members of the committee are excited to work on updating the page and the links, but before they got too far into the project, Soelberg wanted to be sure if it was appropriate for them to do so. Rachel Dresbeck noted that someone had been working on the page for consultants and grant writers, but was not aware of anyone working on the rest of the resources area. Piechowski responded that she and Peg AtKisson had been working on the consultants page, but have not done more than that. Dresbeck told Soelberg to have the committee members proceed with recommendations for the resource area more generally. However, she cautioned that we should not give the impression that NORDP is recommending a particular individual or service. Soelberg responded that the work the committee wanted to do had more to do with correcting broken or outdated links (for example, to resources at NIH). There has been some discussion within the committee about ways that NORDP could potentially vet consultants and grant writers, but that discussion has been put on hold until we have the executive director on board. One interesting possibility was that we might use NORDP's LinkedIn account, where NORDP itself would not endorse individuals or services, but individual members could make recommendations or offer reports.

External Engagement – Jacob Levin

No report.

Enhancing Collaboration – Karen Eck

Eck reported that the committee is currently doing data analysis on the results of the collaboration continuum survey. Some members of the committee will be doing a pre-conference workshop on it, and they have just submitted their revised learning objectives based on the analysis completed so far. Eck mentioned that she had noticed the committee will have a dedicated time at the conference to meet, and she thought that she might use that time to present some of the survey results. There are 30 people who have signed up for the workshop and who will get some of the findings, but Eck wanted to know how long the committees would have for their meetings at the conference, as that would be another venue at the conference for members to hear about the results. The committee will be writing a full report of its findings. It may not be ready in time for the conference, but if it is not, it will go out as soon afterward as it has been finalized. Gretchen Kiser responded that there will be half an hour for representatives from each committee to make a brief presentation about their respective committee and its priorities, and then a full hour after that for the committee meetings proper. Rachel Dresbeck recommended that committee representatives provide written materials about their committees as well. These can be part of the conference packets. Kiser noted that the conference committee plans to have handouts for each of the committees that will be provided at registration along with the conference book. This is an opportunity for committees to disseminate any information they would like to all of the conference attendees, even if they do not attend the committee's meeting.

Effective Practices and Professional Development – Ioannis Konstantinidis

Konstantinidis reported that the mentoring program is now accepting applications. Kari Whittenberger-Keith recently presented a successful webinar on making presentations that will be a good resource going forward for all NORDP presenters. The committee is following up with the people who had

proposed sessions at the conference and were asked to modify them to see if they might be interested in presenting a webinar, and will report back as soon as that process is complete. Both Gretchen Kiser and Rachel Dresbeck complimented Konstantinidis on the committee's work. He replied that the committee has good volunteers, and they will try to keep them motivated. Kiser also asked Terri Soelberg to identify the active members of the Member Services Committee who are taking on all of the tasks she mentioned: while we know Kari Whittenberger-Keith, we have less insight into who the people are who are doing all the great work on Member Services. Dresbeck concurred, and asked that all committee chairs do the same. In particular, when preparing materials for the conference, it would be helpful to have a slide with all the names of people who are doing the work on it, even if they are not receiving an award for their service. Konstantinidis added that he had been thinking about the possibility of having NORDP recognize all of the individuals who do volunteer on behalf of the organization. The committees would report the names to the Board once each year, and the Board could then vote to send the named individuals an official certificate of appreciation for their work over the past year. Dresbeck asked that we come back to that idea next month for further discussion. Kiser responded that we should be able to do so this year: we can get some nice certificates made up and pass them out at the conference.

Revenue/Finance Committee – Peggy Sundermeyer

Sundermeyer reported that the contract with Talley Management has been extended for another year, at the same price we are currently paying. Although the contract is for a full year, it can be terminated by either party with 90 days' notice without cause. This gives us some flexibility as the new executive director begins looking at infrastructure. The Talley contract is part of the approved Board budget and does not require a separate vote.

Jeff Agnoli noted that in the process of putting together information about the investment of reserve funds that we do not have in place several policies that are needed before we could make investment decisions. Agnoli is drafting four or five policies: records retention, whistleblower, compliance, etc. Sundermeyer had started this process some years back, and Agnoli is starting with those drafts and updating them with information and materials from the Association of Executives in Associations (ASAE). Once these are ready, Agnoli will present them to the Board for discussion. There will also be an investment policy, which will cover the nature of the funds or companies we might invest in (for example, would we want to invest in tobacco, firearms, or alcohol manufacturers), whether there is either a certain percentage or a certain dollar amount of funds we are interested in investing, whether there is a goal we want to achieve, would funds be earmarked for a specific purpose (catastrophic events), or would it be available for strategic initiatives. There are a number of good policies available to adapt, but doing so will require some time before we are in a position to begin investing some of our reserves. Agnoli added that some of the companies that we might consider placing investments with will provide education to the Board. Some of that might be in the way of a sales presentation, but it would allow Board members to ask questions of the representatives. Agnoli wanted to know if Board members would be interested in hearing such presentations, which he thought would require at least half an hour for each. David Stone suggested that we could make such presentations a closed webinar outside of a regular Board meeting. The consensus of the Board was that this would be a good idea. Agnoli added that ultimately there will have to be an investments committee, and that the policies would make them responsible for making decisions based on direction from the Board about where and how to invest funds. Agnoli will share the policies with the Governance Committee and the Finance Committee once they are ready, and after he has input from those committees, he will bring them back to the Board for discussion.

Governance Committee – David Stone

No report.

Nominating Committee – Michael Spires

Spires reported that the deadline for applications is the end of this month. Three individuals were nominated, and the committee is in the process of contacting them to ensure that they are willing to run. Thus far we have only had one application, and that has not changed since the application process opened. We need a minimum of eight candidates, so we do need to start beating the bushes.

Rachel Dresbeck asked if we had decided last month that we could use the same application materials as before. Spires replied that he did not recall the discussion, but Jeff Agnoli responded that there had been emails about it, and that Spires had indicated that there were some new questions on the application this year that were not addressed in the previous year's materials. Spires replied that Agnoli is correct, there are new questions in the application this year. However, if people have an application that they put in last year, they can always use that as a base for answering the questionnaire this year, but would need to tailor the information a bit. Jerilyn Hanson did send a reminder to the listserv encouraging members to apply. Agnoli added that Tokesha Warner had mentioned in a committee meeting that an individual from her new institution, the University of Tennessee at Knoxville, had expressed an interest in applying, and Spires asked that she encourage the person to apply soon. Agnoli also sent a message to the Great Lakes regional listserv, highlighting the past service a number of members from that region had provided. Spires expressed the hope that, as we had seen with abstracts for the conference, people are just swamped with their day jobs and may not be able to get an application in until the last minute. Dresbeck will also do some outreach herself.

Additional Business

Executive Director Search Update – Rachel Dresbeck

Dresbeck reported that teleconference interviews with the two finalists for the position have been scheduled with the Board. There were approximately 60 applicants, and the search committee interviewed the four who showed the greatest promise. The search committee felt that all four of the candidates interviewed would be acceptable, but the two being recommended for interviews with the Board at this time have an edge over the other two candidates. While neither of the two candidates to be interviewed by the Board has a great deal of experience in research development, at least one of them does have some experience—although it doesn't necessarily appear as such on the candidate's CV. The other candidate does have some background in academia, but quite a lot with non-profit organizations. Both candidates are consultants to non-profits as well. The interviews will be on Thursday, March 24. Each candidate will have time to make a short statement about their qualifications and goals for NORDP, and then each participating Board member will have the opportunity to ask a question of each candidate, with priority being given to Board members who are not on the search committee. There will also be time at the end of each interview for the candidate to ask questions of us. Dresbeck will send information to the Board members before the interviews. While she did not want to prescribe what questions Board members ask the candidates, she did ask that Board members ask the same question of each candidate so we will have comparative data for feedback. She will also include in the information she sends out some possible topics for discussion that Board members can use to develop their questions.

Karen Eck asked how the reference checks would be done. Dresbeck replied that she had sent a note to the search committee on that topic earlier, but would re-send it. She would like each member of the search committee to sign up to contact one of the references provided. Terri Soelberg asked whether the reference checks needed to be completed prior to the interviews with the Board, but Dresbeck

replied that while we'd like to get them done as soon as possible, we do not need them to be completed before the interviews with the Board. David Stone asked whether there was a specific list of questions that should be asked of references during the reference check. Dresbeck replied that she had a list and would send it to the members of the search committee. She added that the Board Source resource on hiring had a very good list of questions for references, and she would provide that as well. Ioannis Konstantinidis noted that the interviews will be set up as two separate webinar sessions, since that is the easiest and cleanest way to keep the two separate. Unfortunately, that means that participants will have to log out and log in again for the second session: there will not be a single continuous login, and each Board member will receive two separate invitations and will need to use both. Due to the constraints of the system, no more than 5 participants, including the applicant, can use their webcams, although all participants will be able to hear and speak throughout. Dresbeck added that all of the candidates' application materials have been loaded on Basecamp, and asked Board members to review them before the interviews on Thursday. Michael Spires noted that he only saw one values statement in those materials, and asked whether one of the candidates had not provided it. Dresbeck replied that one of the candidates did not provide the values statement, because the application had come in via LinkedIn, but did address the issue elsewhere in their application materials.

Board Responsibilities During 2016 Conference – Rachel Dresbeck

As noted above, Board members will be receiving a schedule from Gretchen Kiser with times and places of events we are expected to participate in. Board members should also remember to send their travel details to Dresbeck and to the Secretary as soon as they have completed their arrangements.

Board Officers for Next Year – Rachel Dresbeck

We need to elect a vice president/president-elect, a treasurer-elect, and a secretary/secretary-elect. Board members are encouraged to consider whether they want to take on a Board officer role. Dresbeck asked whether officer applications happen at the same time as the Board applications. Michael Spires replied that the Nominating Committee does not handle Board officer elections, since those are internal to the Board. Dresbeck indicated that we do need applications to consider before the election at the meeting in Orlando. Peggy Sundermeyer replied that we did not use applications last year. Dresbeck would like to have a further discussion at next month's meeting about the process for officer nominations.

Other Business

Michael Spires reported that the procedures for the Executive Conference Committee were unanimously approved by an email vote. Jeff Agnoli asked whether there was a project in Basecamp for policies and procedures. Spires replied that we did not have one, but could easily make one. Peggy Sundermeyer replied that we could also post them to the NORDP website, where there is a policy section. David Stone replied that policies should only be posted to the website when they have been approved, not while they are still in a working draft form. Rachel Dresbeck noted that there is a file category for Policies, so we can just load the drafts to the Board space on Basecamp.

There being no further business, Michael Spires moved to adjourn (Jeff Agnoli seconded) at 3:02 p.m. Central. The motion carried unanimously.

Respectfully submitted,
Michael Spires, Secretary

Note: The next Board Meeting is scheduled for Tuesday, April 26, 2016, from 1:30 p.m. – 3:00 p.m. Central Time (2:30-4pm Eastern, 11:30am- 1pm Pacific and 12:30-2pm Mountain).

Approved by the Board of Directors at its meeting Tuesday, April 26, 2016.