

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

Tuesday, April 26, 2016

President Rachel Dresbeck called the meeting of the Board of Directors, National Organization of Research Development Professionals (NORDP) to order at 1:32 pm Central on Tuesday, April 26, 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.

Approval of Draft March 22 Board Meeting Minutes – Rachel Dresbeck

Gretchen Kiser moved (seconded by Peggy Sundermeyer) to approve the minutes of the March 22 meeting as drafted. The motion passed unanimously. Since the Board voted to approve award recipients at this meeting, and those awards will be announced at the conference, the Secretary will post a redacted version of the minutes with the names of award recipients blocked out. After the announcements are made at the conference, an amended version of the minutes from that meeting will be posted with the names included.

Approval of Draft April 1 Special Board Meeting Minutes – Rachel Dresbeck

Gretchen Kiser moved (seconded by Michael Spires) to approve the minutes of the April 1 special Board meeting as drafted. The motion carried unanimously.

Gretchen Kiser suggested that the Board should notify award recipients ahead of the recognition ceremony, so we don't have a situation where someone stepped out to take a phone call just as their name was being called. David Stone agreed, noting that we don't need to tell the recipients what award they're receiving, just that they're going to need to stay in the room for the ceremony.

Committee Reports:

Executive Committee – Rachel Dresbeck.

The Executive Committee met April 12. The substance of that meeting was summarized in Dresbeck's email to Board members on April 16:

- Final negotiations have begun for hiring an executive director. Until the contract is officially signed, we're keeping this on close-hold. Meanwhile, Dresbeck is working on an onboarding plan.
- The committee voted to ask Designing Events to assist with site selection for the 2018 annual meeting in Washington, DC even before we negotiate another contract. The existing Executive Conference Committee will start the process, and will add new members in July. Anne Windham has agreed to continue serving on the committee, since she has the most experience with the conference process.
- Revamping the External Engagement Committee.
- NORDP's relationship with EARMA. Board members are encouraged to connect with EARMA's representative at this year's annual meeting.

Nothing further to report.

Executive Conference Committee – Rachel Dresbeck

We asked Michelle Issing, president of Designing Events, to write an addendum to their contract with NORDP to assist in site selection for the 2018 meeting in the Washington area. Issing replied that no addendum was needed, they could just start the process. Dresbeck will forward that communication to the Treasurer for review. Issing wants to know whether they should issue an RFP for review by the committee. Dresbeck will confirm with her after the Board meeting. Sundermeyer noted that the committee has a meeting scheduled for later this week and can discuss any details at that time.

2016 Conference Committee – Gretchen Kiser

The penultimate draft of the program book is under review. Some additional photos from last year's meeting have been added. The run of show and the agenda for the Board are on the to-do list for next week. It does not seem likely that we will reach the registration target of 440 we had set for this year. Although we've had an increase in registrations every year, we always see higher numbers when the conference is in Washington. Given the size of NORDP, we should expect to reach a steady state of conference registrations (between 350 and 400) until we raise the profile of the conference. We will still be OK on budget. Kiser and Dianne Norcutt will go through the numbers next week to verify, but there have not been any new budget items for this year's meeting that haven't been included in the past seven. The largest conference expense is always food—so if registration numbers go down, that cost goes down as well.

Michael Spires asked for a projection of the attendance. Rachel Dresbeck responded that as of today there were 349 registrants. Kiser feels we will have just under 400. The minimum was set at 400, and we've already reached the hotel minimum and will not incur costs for that. Dresbeck concurred, noting that as long as we've met our hotel block requirement and the food and beverage minimums, any additional registrants are cost-neutral. If we've budgeted for food and beverages for 400 people and only have 375, we are not charged for those extra 25. She added that she had heard from several colleagues that while they were not planning to attend the meeting this year, they were planning to send members of their teams, and thinks we'll be fine.

Marjorie Piechowski asked about enrollment in the pre-conference workshops. Kiser responded that all of them have met their minimum numbers, but there is still some room for additional registrations in at least some of them.

Effective Practices and Professional Development – Ioannis Konstantinidis

Applications closed for the mentoring program on April 4, and the committee is working to make matches. Announcements of the pairings are expected to go out in early May. Something the committee is still looking at is the online workshop model. We had created an online workshop with four train-the-trainer sessions. There were 12 registrants for the workshop, but participation dropped off after the first session, and the presenter opted not to go forward with the final two sessions. This was an experiment, trying to do something online that wasn't a one-off webinar; the committee is collecting data on what happened and what could be done to make it work better.

Member Services – Marjorie Piechowski/Terri Soelberg

Terri Soelberg reported that the committee is considering some form of recognition for members based on their length of membership, and asked whether this was something EPPD or another working group was also considering. Gretchen Kiser responded that it would be a great idea, and also noted that she would like to give out certificates of recognition to the members of the NORDP committees at the conference, and asked that the committee chairs send her the names of their participants. Konstantinidis agreed that both would be good ideas. Kiser added that having the recognition sit with

Member Services makes sense, given that they are the ones with the data about membership. Marjorie Piechowski asked how this recognition would be given: at a conference, on the website, all of the above? Soelberg replied that the committee could discuss and then come back to the Board with a plan once they understood what they had the bandwidth to accommodate.

Peggy Sundermeyer added that there has been some ongoing discussion in the conference awards subcommittee about changing how awards are managed. The awards subcommittee could be relocated from the conference committee to Member Services, which would then be able to administer the process for awards whether presented at the conference or at other times during the year. Sundermeyer also suggested that conference chairs send updated lists of their members (or confirm that the current lists are accurate) to Matt Dunn in advance of the annual meeting, so the website could be up to date by the time of the conference. Piechowski asked whether the awards subcommittee would continue to have responsibility for administering the scholarship processes. Sundermeyer replied that there are currently two scholarship funds, one administered by External Engagement, and the other by the conference committee, and that both of them are limited to their respective purposes, so those committees should continue to oversee their administration. Rachel Dresbeck suggested that, if an awards subcommittee is created within Member Services, it might be advisable in future to have a member of that subcommittee on each of the scholarship committees as well.

Soelberg added that the committee is also looking into making outreach to trial subscribers to the listserv. There was an incident recently where an individual subscribed to the listserv on a trial basis, and then received an email notifying them that they had been unsubscribed just a few minutes later. Soelberg has contacted Talley to see that this is an isolated incident and not a glitch in the Memberclicks process. Soelberg asked whether we had any baseline data about the conversion rate from trial subscriptions to full memberships. Sundermeyer replied that we don't currently have data on that metric, but even the trial subscriptions have dates associated with them in the database, so it should be possible to collect information in future if desired.

The group working on the resources page is beginning to explore ways in which it might be restructured, and Soelberg expressed the idea that it might be advisable to have that page structured in a way that responds to a body of knowledge. She asked that individuals working with the certification process, with NORD, and with LDRD look at some of the drafts and offer any feedback they might have. Michael Spires replied that the body of knowledge was one of the things the certification group is looking at and which is still in flux. Konstantinidis replied that there is a report from a small focus group done by NORDP Northeast a couple of years ago. Soelberg noted that the Metrics subcommittee had been doing some additional work on data from the salary survey related to job tasks. Spires asked if he could get a copy of the information (or the conference poster) to share with the certification group, and Soelberg agreed to provide it.

External Engagement – Jacob Levin

No report.

Enhancing Collaboration – Karen Eck

The committee is continuing data analysis, and has its preconference workshop almost done. The committee was contacted by an individual interested in joining the committee. Eck inquired about the committee meeting logistics at the conference, noting that it appeared from the draft schedules that there would be a half-hour presentation to a general session, and then the committees would have an hour to conduct their individual meetings. Kiser confirmed the basic outline, but added that the half-hour presentation was for all of the committees, so each would get about 10 minutes to describe what it

does and its future goals or projects. Eck asked if the committees should provide slides, and Kiser responded that it would be desirable, but that each committee could decide what would work best for it. Eck asked as a follow-up if it should be the Board chair that makes the committee's presentation or if someone else should be asked to do so. Kiser replied again that the decision would be up to each committee, although it would be nice to give some visibility to other committee members who might not be as familiar to the membership as the Board members are.

Eck noted that their group has been rather small this year, since it had a defined, concentrated task to accomplish with the collaboration continuum. However, they feel that there is interest in taking on additional projects, and the committee will look to recruit additional members, and identify new projects and sub-projects at the conference. Kiser added that identification and recruitment of new members to the committees was exactly the rationale behind having that half-hour presentation to the general session at the conference. Eck is also hoping that other members of the committee will be stepping up into leadership roles, allowing her to take on additional responsibilities.

Revenue/Finance Committee – Peggy Sundermeyer

No formal report. The first audit report has been forwarded to the Board and posted to the NORDP website. The Form 990 will be posted soon. Some financial procedures have been drafted and referred to the Governance Committee for consultation, and those will be forwarded in due time.

Governance Committee – David Stone

Stone noted that Jeff Agnoli had forwarded four draft policies or procedural statements. The committee has reviewed two of these, and is working on the other two. The two that have been reviewed are a records retention policy and a code of conduct. Michael Spires added that those two draft policies have been posted to Basecamp for Board members to review and comment. While we are not yet ready to proceed to a vote on these policies, we did want to give Board members a chance to review them well in advance of any votes. Rachel Dresbeck said it would be nice to be able to vote on these at the May meeting when we have a little more time. Spires replied that he hoped to be able to do so as well.

Nominating Committee – Michael Spires

Spires reported that no new applications for this year's ballot have been received since the deadline was first extended: we are still sitting with the same three that we've had. The current deadline is the end of this week. Peggy Sundermeyer asked whether the one applicant who did not meet eligibility criteria had been notified of that fact, and Spires responded that she had been. Sundermeyer also asked whether it had been announced that the Board might have to appoint members to fill the open seats if a sufficient number of candidates were not identified, and Spires responded that they had been. Marjorie Piechowski inquired whether our only other option would be to leave some seats vacant. Spires replied that yes, we have the flexibility under the policies already in place to leave seats open that we cannot fill through the election process—but that this was obviously not a desirable course of action given the Board's heavy workload. Sundermeyer added that there is a minimum number required, but Spires responded that we're well over the minimum number of three directors prescribed in the Bylaws, with no fewer than 10 being the normal goal. Dresbeck suggested waiting to see what happens as the week unfolds. She has reached out to several people, and believes that at least two of them are planning to apply.

Sundermeyer suggested making another announcement to the membership about the coming deadline, and noted that we have to have some resolution before the May meeting, given that there is a candidate forum scheduled on the last day of the conference, while the Board meets only two days before then. Spires replied that we could hold the forum with whatever candidates we have. If we do

think appointments will be needed to fill all of the open seats on the Board there wouldn't be a requirement to have those individuals present at the forum, although they could certainly be invited if the Board had particular individuals in mind. Sundermeyer said that if they weren't going to be elected by vote, there wasn't much point in asking appointees to speak, and Spires responded that it would at least give the membership an opportunity to get to know the prospective Board members—assuming the Board already had people in mind to consider for appointment, and that those people were at the meeting. Spires will send out another reminder to the listserv encouraging people to complete applications by the Friday deadline. Dresbeck added that, at some time after the conference, the Board should spend some time discussing Board recruitment and how we can do a better job of encouraging people to get involved and also to encourage them to consider serving on the Board after they have done so.

Additional Business

Executive Director Search Update – Rachel Dresbeck

Dresbeck reported that although the hire is something of an open secret at this point, it is still not official, and stressed the need to keep the matter confidential for now. An initial draft of the offer letter was provided to NORDP's attorneys, and they have suggested several changes to make it clear that we will be hiring this individual as a consultant and not an employee. Dresbeck is in the process of making the requested changes and will send a revised draft to the Executive Committee this afternoon. Please let her know of any changes or suggestions as quickly as possible, so she can send the revised draft back to Avery Buffa for final review. We are close to finalizing the deal, there are just some loose ends to tie up.

Dresbeck put Keith in contact with Holly Falk-Krzesinski, and they've had quite a long conversation. He has also begun reaching out to members of the Board for individual conversations.

Hiring an executive director will bring about some changes for the Board. They will be positive, but they will require us to rethink some of our processes and procedures of doing things. Dresbeck has been working on an onboarding plan, and will send a draft out to the Board as soon as it is complete.

Karen Eck asked whether the hire would be finalized soon, as she will be traveling to the National Institutes of Health on May 12 for an event, and would like to introduce Osterhage at the event. Gretchen Kiser asked whether we wanted to introduce him as NORDP's executive director to an outside group before we've introduced him to the NORDP membership. Dresbeck suggested that having him participate at the meeting would be all right. Kiser reiterated that there needs to be an official announcement to the membership before Keith is introduced as our ED to any outside group, and the Board concurred. Dresbeck replied that we're really just waiting for the offer letter to be signed, and we're hoping to have that done within the next eight days or so, after which we can make the official announcement to the membership and begin introducing Keith as our ED to the groups we have relationships with. Eck added that she will be speaking to a group of postdocs at NIH, so the potential is small for information to get back to the NORDP membership ahead of any official announcement, but she would feel uncomfortable introducing Keith at the meeting as our ED if that status had not in fact been finalized. Peggy Sundermeyer suggested that if Eck felt Keith's presence at the meeting would be valuable, he could certainly participate. Eck responded that it was Keith's desire to be at the meeting since he knows she's going. If the hiring has not been finalized, Eck will bring him along, but will not introduce him as the ED. Dresbeck added that having him participate in the meeting will be a good way for us to build community with him, and also for him to develop a better sense of who NORDP is and what we do. Michael Spires added that a group of NIH postdocs is a perfect group from which to recruit future NORDP members, making it even more sensible to include Keith.

Board Officers for Next Year – Rachel Dresbeck

We have a president for next year and an immediate past president for next year. We have a treasurer identified for next year, but Dresbeck asked whether that needed to be put to a formal vote. Michael Spires responded that yes, it does need a vote, since the Bylaws do not prescribe an automatic succession for the assistants to the treasurer or the secretary in the way that they do for the vice president/president-elect and the immediate past president. Dresbeck added that we need to bring on an assistant to the treasurer, since this is a position that requires at least one year as an observer to do well. Peggy Sundermeyer added that since the treasurer's position is a two-year appointment, we would have time to elect an assistant next year if there was no one interested in taking on the position this year.

Dresbeck added that if Spires decided to run for vice president/president-elect, we would also need to elect a secretary to replace him. In the past, for a number of years, we have not had contested elections for the Board officers, and asked that Board members interested in running for an officer position please contact her to discuss their plans so that she can determine if we need to develop election procedures for having two or more candidates for the same officer position. Sundermeyer noted that the Executive Committee had discussed the possibility that if someone were to run for vice president/president-elect with only two years remaining on his/her Board term, they could opt out of serving as immediate past president, should they choose not to run for (or win) re-election to the Board after completing a term as president.

Dresbeck also noted that it has often, though not always, been the case that the individual serving as vice president/president elect has also served as conference chair. While the Board has voted to encourage this practice, it is not a formal requirement. We like to have that linkage because it allows the individual to have a full understanding of everything that NORDP is and does, and provides an in-depth education for the incoming president. Dresbeck wanted to mention this point because while we have appointed Karen Eck as the 2018 conference chair, this is not tantamount to appointing Eck as the eventual NORDP president. Spires concurred, noting that while the Board voted at its annual meeting last May to encourage the vice president/president-elect to have served as conference chair, Sundermeyer was absolutely correct to point out at the Executive Committee meeting this month that there are other ways to get the same depth and breadth of experience, and there is no formal linkage requirement between the position of conference chair and vice president/president-elect.

Dresbeck added that the discussions in the Executive Committee had been entirely theoretical and procedural: which officer positions will be open, and what are the established procedures for filling them. There were no arrangements or promises made beforehand. If any member of the Board has any thoughts, questions, or concerns in this regard, please do speak up or communicate them to Dresbeck, so that we can have a full and open discussion on the issues. Sundermeyer commented that this is actually a good problem to have, since in the past we have usually only had just enough candidates to fill the open positions. Now that we have a somewhat larger Board, there will likely be more people both qualified to run and interested in doing so, instead of having just one candidate for each position, and now would be an ideal time to establish procedures to meet that likelihood. Dresbeck concurred, and suggested that we could have procedural discussions at either the June meeting or the Board retreat. It's very difficult to have these kinds of discussions over the phone, and we would want to clear some time on the agenda to have them at the retreat if need be.

Terri Soelberg commented, apropos of the retreat, that she would be willing to make some initial inquiries about holding it at Boise State, if that was something the Board as a whole wanted to pursue.

She would need to have at least a general time frame in order to start the process. Gretchen Kiser asked when and where our last retreat was, and Spires responded that it had been at the University of Colorado Boulder last August. Kiser continued that she would personally love the idea of meeting in Boise, if it could be arranged. Dresbeck added that she liked the format of having the meeting at the university rather than at the hotel. Sundermeyer asked whether we would be inviting both incoming and outgoing members to the Board retreat, and Dresbeck replied that we would be. Sundermeyer noted that doing so would mean the retreat could not be held before July, since that is when the new Board members' terms would begin. Having the retreat early was a good thing, since it gave us directions at the start of the year for the business we wanted to accomplish. Mid- to late August would be a good time, but we will send out a Doodle poll after the new Board members begin their terms to finalize the dates, but sometime before Labor Day is idea. Soelberg will make some preliminary inquiries about space for approximately 20 people sometime in August and will report back.

Other Business

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-Krzezinski Award. The motion carried with 10 aye votes, 0 nay votes, and two directors not voting.

By email on April 19, 2016, Peggy Sundermeyer moved (seconded by Marjorie Piechowski) to approve a change in the proposed compensation amount for the NORDP Executive Director. The motion carried with 11 aye votes, 0 nay votes, and one director not voting.

By email on May 4, 2016, Michael Spires moved (seconded by Gretchen Kiser) to approve the slate of five candidates recommended by the Nominating Committee for the 2016 Board of Director elections. The motion carried unanimously.

There being no further business, Michael Spires moved to adjourn (Peggy Sundermeyer seconded) at 2:44 p.m. Central. The motion carried unanimously.

Respectfully submitted,
Michael Spires, Secretary

Note: The next Board Meeting is scheduled for Sunday, May 22, 2016, from 3:00 p.m. – 4:30 p.m. Eastern Time in the president's suite at the Hyatt Grand Cypress in Orlando, FL.

Approved by the Board of Directors at its meeting Sunday, May 22, 2016.