

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

**Tuesday, December 15, 2020**

President Kimberly Eck called the regular meeting of the Board of Directors, National Organization of Research Development Professionals (NORDP) to order at 1:33 pm Central on December 15, 2020.

The following Directors were present at the meeting: Eva Allen, Joanna Downer, Rachel Dresbeck, Kimberly Eck, Faye Farmer, Jerilyn Hansen, Jill Jividen, Kim Littlefield, Jennifer Lyon Gardner, Anne Maglia, Nathan Meier, Anne Pascucci, Michael Preuss, and Etta Ward (joined 1:49 pm CT). Immediate Past President Karen Fletcher also was present. Director Paul Tuttle was absent.

**Board Culture Anchor of the Month:** Create a brave and safe space for discussion

**Consent Agenda:**

- Approval of draft November 17, 2020 Board Meeting Minutes – Eck
- Financial Report – Hansen
- Strategic Plan Priority KRAs:
  - KRA 3.1 (RD101) – Joanna Downer; status: green
  - KRA 4.1 (Inclusive Excellence Plan) – Etta Ward; status: green
  - KRA 4.3 (Membership Scholarships) – Nathan Meier; status: green
- Committee Reports:
  - Mentoring – Farmer
  - Inclusive Excellence – Ward
  - NORD - Littlefield
  - Professional Development – Downer
  - Revenue & Finance – Hansen
  - Governance – Lyon Gardner
  - Communications Working Group – Dresbeck
  - Strategic Alliances – Dresbeck
  - Executive Conference Committee - Jividen
- Jividen moved (seconded by Farmer) to approve the consent agenda. The motion passed with one abstention.

**General Announcements:**

**Strategic Plan mid-year check-ins coming up in early 2021** – Lyon Gardner

- Board members who are champions for Strategic Plan Year 2 KRA Objectives should be prepared to report their progress to the Board on those objectives at the February 2021 Board meeting

**Nominating Committee Update and call for Board liaison volunteer** – Hansen

- Kim Patten is stepping down as NomCom chair, although she, Augusta Isley and Mady Hymowitz will all co-chair for this nomination cycle.
- Jeri Hansen and Nathan Meier are the two Board liaisons to NomCom. Nathan is running for the Board this year, so he will step down from NomCom during this election cycle. Once election results are known, he can rejoin NomCom.
- Bylaws state that there need to be two Board members (at least) on the NomCom. Since Nathan is stepping down, Jeri needs a second Board member to join her as liaison to NomCom.
- Anne Maglia volunteers to be second Board member liaising to NomCom

### **Board info session for members – Lyon Gardner**

- Governance Committee and NomCom are planning a Board info session for prospective future Board candidates to learn more about the duties and benefits of being a Board member
- Encourages all Board members who are able to attend the event (January 27, 2021)

### **Conference Committee Update – Jividen**

- More than 100 abstracts were submitted by the deadline for the 2021 NORDP conference. For comparison, 150 abstracts were submitted for the 2020 conference.
- Jan Abramson is scouting for virtual recreational activities to include at the conference
- Keynotes include NSF Director Sethuraman Panchanathan (Monday morning) and NIH Deputy Director for Extramural Research Mike Lauer (Tuesday morning). Jividen is working with CIE to get Robert Sellers, Chief Diversity Officer at Univ. Michigan, as a third keynote speaker. Also seeking a more general motivational speaker as a keynote.
- Length of conference (3, 4, or 5 days) is not yet confirmed; length will determine on cost of virtual hosting

### **NORDP awards update – Meier**

- So far this year, NORDP has received: 2 Rising Star nominations, 4 Leadership award nominations, 3 Innovation award nominations and 2 NORDP Fellow nominations.
- These nominations all are under review by a committee of three NORDP Fellows, plus Meier and Fletcher.

### **Discussion Items:**

#### **Strategies for External Engagement in the Current Global Climate – Eck/Dresbeck**

- Board members engaged in some blue-sky thinking on NORDP's external focus. Many NORDP priorities for FY21 are inwardly focused, which makes sense given the organization's adolescence and also the COVID-19 pandemic, but the Board also wants to cultivate the touch points it does and could have externally.
- Background: an initial organizational goal was to differentiate RD from research administration, to define for funding agencies what the distinctions are between the two fields/professions. This evolved into Strategic Alliances, which advocated externally for the profession of RD and improves NORDP's work through external engagement.
- Additionally, some NORDP members do RD work for independent (non-academic institution) firms, e.g., Hanover Research, McAllister & Quinn. Questions have arisen as to whether there is a perceived or real COI in these members being involved in PEERD.
- Board members reflected independently, then discussed the following prompts:
  - ***What are three of the most important messages that NORDP should be sharing externally?***
    - The value of RD:
      - RD is strategic, research strategy. It is how you build capacity to increase the quality and quantity of research. RD helps PIs do their best work, realize their best research.
      - RD promotes more mindful research teaming; it is a way to improve DEI in your research teams.
      - RD brings with it a community of practice around research capacity-building, allows you to invest in research most effectively given resource constraints.

- RD bridges academic affairs and campus engagement.
    - RD complements researchers/faculty. It brings creativity and innovation to those who struggle to expand their view, and brings a framework or structure to those who are creative/innovative but cannot organize themselves/their ideas.
  - The value of NORDP:
    - NORDP is 1,000 members strong.
    - NORDP is all RD, all the time. It is the leading provider for RD training for RD professionals.
    - NORDP and RD can help advance the mission of various types of institutions (R1, PUI, MSI, others)
  - All perspectives are welcome and valued in NORDP
  - Farmer recommended consulting firms that her institution has used to develop stories: Bayer Strategic and Darcy Gentleman
- ***What are the three most impactful, externally focused activities that NORDP should be doing?***
    - Engaging with funding agencies. Many RD professionals are evaluated in terms of how much external funding they bring in; NORDP can help them in this goal by building awareness of RD with funding agencies.
    - Elevate professionalism of web and virtual presence so NORDP is known as the leading think tank for research strategy
    - Engage more with campus Provost's offices, DEI/organizational equity offices
    - NORDP leadership should make regular advocacy visits to key agency offices in Washington, DC
    - Align with a major federal sponsor(s) to demonstrate the value of RD as it related to their organization
    - Engage in global RD dialogue (this is why NORDP joined INORMS)
    - Shadow placements of RD professionals with federal program officers
    - Maintain relationships with sponsors and commercial partners
    - Overall, the Board was enthusiastic about partnering with federal agencies, and about global partnerships and increasing NORDP's global presence
  - What does success look like in these efforts?
    - Program officers are familiar with the term "RD" and can define it; know what NORDP is
    - What are NORDP's broader impacts?
    - NORDP is as familiar as NCURA
    - Universities see RD as essential as an IRB or Sponsored Projects office - cannot have a research enterprise without it.
    - More RD'ers in VPR roles - research strategists
    - Robust, year-round, revenue-generating sponsorship
    - Faculty are asking what RD support a university offers when they are interviewing/considering where to launch their careers

**For Vote: Catalyst Fund (Fundraising) Concept - Dresbeck**

- Board discussed Catalyst Fund Fundraising proposal document authored by some emeritus Board members and NORDP Fellows.

- Some Board members expressed hesitation about the optics of launching this campaign during this time, in the middle of a global pandemic, with universities cutting their budgets and people losing their jobs.
- One suggestion was to hold a silent phase or soft launch before the campaign launches publicly? This would enable the campaign to build some momentum, to be able to announce that we've already raised a certain amount of funding by the time the campaign launches publicly. Some members/document authors have already pledged funds in anticipation of a fundraising campaign launching.
- Allen asked how the funds will be used, as that will probably influence the optics of the fundraising. Two main areas are planned: a leadership growth theme, with sponsoring activities for leaders, like a scholarship fund, and a social justice theme. Overall, how the money is spent is really a determination of the Board.
- It will be important to make clear to donors what % of donations goes to administrative expenses. The Catalyst Fund authors recommend that 100% of donations go to programming.
- Downer moved (seconded by Preuss) to adopt Task A in the Catalyst Fund Fundraising proposal document, which is establish an ad hoc campaign committee to produce a plan for executing Tasks B through G in the Fundraising Proposal. The motion passed.
- Deadline for the ad hoc committee to present its plan to the Board will be February 9 (to be considered by Exec Comm at 2/9 Exec Comm meeting)

There being no further business, the meeting was adjourned at 3:30 pm Central.

Respectfully submitted,  
Jennifer Lyon Gardner, Secretary

**Note:** The next Board Meeting is scheduled for Tuesday, January 26, 2021 at 1:30 p.m. Central; 12:30 p.m. Mountain; 11:30 p.m. Pacific; 2:30 p.m. Eastern.