

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

Tuesday, February 23, 2021

President Kimberly Eck called the regular meeting of the Board of Directors, National Organization of Research Development Professionals (NORDP) to order at 1:35 pm Central on February 23, 2021.

The following Directors were present at the meeting: Eva Allen, Joanna Downer (joined 1:41 pm CT), Rachel Dresbeck, Kimberly Eck, Faye Farmer (left 2:57 CT), Jerilyn Hansen (out 1:57-2:25 pm CT), Jill Jividen, Kim Littlefield, Jennifer Lyon Gardner, Anne Maglia, Nathan Meier, Anne Pascucci, Michael Preuss (joined 1:46 pm CT), Paul Tuttle, and Etta Ward. Immediate Past President Karen Fletcher also was present. No Directors were absent.

Board Culture Anchor of the Month: Be a reliable, accountable colleague, with the resources you have and what you can control

- Governance Committee asked everyone to prime themselves for the discussion by making a list of things they're working on for the organization, ahead of the meeting.
- Fletcher, Tuttle encouraged people to take stock in what they're accomplishing and to give grace to themselves and each other given ongoing challenging circumstances.

Consent Agenda:

- Approval of draft January 26, 2021 Board Meeting Minutes – Eck
- Financial Report – Hansen
- Strategic Plan Priority KRAs:
 - KRA 3.1 (RD101) – Joanna Downer; status: green
 - RD101 will be offered next in summer 2021; Kathy Cataneo willing to serve as a facilitator, but is not available until the summer
 - Downer, Preuss, Farmer came up with ideas to recognize facilitators and participants to celebrate the program - certificate signed and given to participants at final session; drop-in cameo by president
 - Dresbeck: really enthused to see this moving forward; it will really help to differentiate NORDP in the sea of research admin/research development organizations
 - KRA 4.1 (Inclusive Excellence Plan) – Etta Ward; status: green
 - KRA 4.3 (Membership Scholarships) – Nathan Meier; status: green
- Committee Reports:
 - Member Services – Tuttle
 - Mentoring – Farmer
 - NORD - Fletcher
 - Professional Development – Downer
 - Revenue & Finance – Hansen
 - Governance – Lyon Gardner
 - Communications Working Group – Dresbeck
 - CWG is in search of someone to manage NORDP's LinkedIn account
 - Pascucci recommended Michelle Gooding; reached out to Gooding during the meeting and Gooding agreed to manage the LinkedIn account
 - Strategic Alliances – Dresbeck
 - Executive Conference Committee - Jividen

- Maglia moved (seconded by Jividen) to approve the consent agenda. The motion passed unanimously.

General Announcements:

2021 Conference Update – Jividen

- Launched schedule at a glance this week
- Wrapped up program planning, came up with a plan for Roundtables, FPMR reaching out to Roundtable groups now
- Conference programming will last 3.5 days (full day MTW, half day Th). Rather than having events staggered throughout remainder of May, all those events will be hosted on Th half-day as concurrent sessions.
- Plenary speaker Dr. Robert Sellers will also lead a DEI workshop session with Board members, scheduled for Noon CT on Friday May 7. This will be a required event for Board members.
- New Member Orientation/Ambassador program activities will happen the week before the conference.

Exec Comm meets with FPMR for 6-month performance review the week of March 1 - request from Board members to share testimonials, kudos, concerns – Eck

- Jividen shared a GoogleDoc for people to provide their feedback – committees invited to add their feedback as well
- **Action: Lyon Gardner** to post GoogleDoc link in Basecamp
- Deadline for submitting feedback is March 1; Exec Comm meets with FPMR on March 4

Soliciting ideas for sponsor engagement at the conference – Jividen

- Jividen noted that NORDP is unlikely to hit its sponsorship goal for the conference this year. At least one major sponsor from prior years is declining to sponsor this year. Some sponsors are saying that they've not had good luck with virtual events, so they're declining to sponsor.
- For those sponsors who have been secured for the 2021 conference, Jividen is seeking Board member feedback on creative ways to engage the sponsors. Ward suggests a fireside chat or intimate conversation model.
- Some non-members presenters have been asking whether they can give their presentation without registering for the conference. This would be lost revenue and thus will not be an affordable model.
- Early Bird conference registration price is \$149 for members, \$249 for non-members. Early Bird will be open for the month of March.
- Conference scholarships (formerly known as travel awards) will be available for up to 10 members.

Reminder: 2021 Holly Falk-Krzesinski NORDP Service Award Nominations – Lyon Gardner

- Board members encouraged to submit nominations for 2021 HFK award by March 1, 2021 to NORDP Secretary
- Special Board meeting will be held Tuesday, March 9 to review all nominations received; voting will then take place by email to the Secretary

Great Lakes Regional Meeting – Mediation Update – Farmer/Preuss

- Meetings with parties have taken place. Now working through the process. Conversations are confidential for now.

Discussion Items:

Strategic Plan Year 2: Mid-Year Updates – Year 2 Champions / Eck

- Year 2 Champions submitted Mid-Year Update reports for their KRAs ahead of the Board meeting, and reported on progress during the meeting.
- **KRA 1.3. Create a plan for effective, transparent Board communications to membership and among Board.** – Downer
 - Dresbeck noted that "small-c" communications issues persist in the organization. Examples include falling behind schedule in posting minor items such as 990s, financial statements, meeting minutes to the website. Basic admin help is needed.
 - Preuss added that ongoing discussion around Great Lakes Regional Meeting supports that NORDP is falling down on small-c and Big-C comms.
 - Downer suggested that the Board could develop communication standard operating procedures (SOPs). Preuss noted that SOPs could be part of the process, but are not the full solution.
 - Lyon Gardner said that formal staffing for big-C and little-c comms should be part of the solution.
- **KRA 1.4. Create a substantive program to develop potential board candidates and leaders.** – Fletcher
 - Created quarterly committee co-chair meetings and shared Basecamp folder to improve co-chairs' access to NORDP Board leadership and encourage cross-talk among committees
 - Created a more robust awards program within NORDP to recognize multiple kinds of leaders within RD – Innovation, Leadership, NORDP Fellows, and RD Champion awards launched.
 - Fletcher noted that this KRA overlaps with KRA 4.3, "Define explicit structures for intentional access to opportunities within NORDP," in a natural way. KRA 4.3 created Leadership, Engagement and Development (LEAD), which has an arm that is focusing on Board leadership.
- **KRA 2.2. Establish and charge a marketing and communications committee.** – Jividen
- **KRA 2.3. Implement the plan.** - Jividen
 - Communications Working Group will become a formal committee by end of NORDP year.
 - Might need to look beyond FPMR for professional comms support. One issue in hiring/outsourcing communications will be determining to whom those staff will report within NORDP. Relationship between those external staff and formalized CWG committee also needs to be determined.
- **KRA 3.2 Make Leadership Forum the signature event for top tier RD leaders/executives** – Lyon Gardner
 - Covered much of this in last month's Board meeting
 - A working group of ~20 leaders and aspiring leaders was formed, met through Fall/Winter 2020-2021
 - Planning a multi-part summer institute series for a cohort of LF participants
 - Working group has identified four topics of interest for the LF:
 - Infusing inclusivity into RD – It's incumbent on RD leaders to be deliberate about inclusion and diversity in the research teams they build and support.

- RD in the “new normal” - How to build research teams and facilitate ideation in an all-virtual environment. Other innovations that have emerged during, or as a result of, the pandemic.
 - Network activation – inviting leaders from other campus VP offices and key external partners (e.g., agency reps, NACRO) to advise RD leaders on how to best mobilize the research teams they’ve cultivated
 - Taking the “RD approach” on the road – helping other campus offices to see the value in taking a relationship-focused, rather than transaction-focused, approach to faculty in the way that is so critical to RD
- **KRA 3.4 Explore potential for formal certification of RD** – Farmer
 - An RD certification working group was formed. They are focused on thinking through the “how” of certification further.
- **KRA 4.1a – Conduct a baseline climate survey with the goal of creating a plan toward inclusive excellence throughout the organization** – Ward
 - Group has been progressing, but has been slow going due to competing demands
 - FYI, Aaron Kline is listed as KRA 4.1a champion but the working group hasn’t been in communication with him on this KRA, so his name can be removed.
- **KRA 4.2 – Build internal capacity to foster and sustain a culture of inclusive excellence through training and programming** – Tuttle
 - Placeholder document was uploaded in lieu of a report; group is engaging on ideas for now
- **KRA 4.3 – Define explicit structures for intentional access to opportunities within NORDP** – Meier
 - Major activities consist of member scholarships and LEAD
 - 32 member scholarships awarded to eligible members
 - For LEAD, have been doing fireside chats with leadership to detail their professional trajectories. Lots of interest from the membership to hear others’ RD origin stories
 - Some people have expressed interest in mentoring; in nearly all cases, their interests align with existing PMGs
 - Will host event on March 8 for aspiring AVPs and VPs. Topics will include self-assessment, interviewing, working with job hunters, negotiating salary
- **KRA 5.1 – Build a more robust infrastructure (and resources) to generate knowledge about and around RD** – Littlefield
 - NORDP met to discuss this topic and explored ways to publish data and create repositories.
 - Did not explicitly discuss creating a journal, but that could be an option
 - Noted that KRA 4.3 should provide a good boost for generating knowledge and infrastructure around RD
- **KRA 6.2 - Take action on [members’] feedback [from June 2020 report]** – Tuttle
 - Engaging on ideas for now
- **KRA 7.1 – Cultivate selected sponsors who partner with NORDP beyond conference** – Dresbeck
 - Working group interviewed multiple NORDP sponsors about what a year-round, non-conference-tied sponsorship would look like – what they would want to see in a relationship like that.
 - InfoReady already has a deeper engagement with the organization through its sponsorship of NORDP grants
 - Working group developed a package for Elsevier based on mutual interest, which they signed

- next area to tackle is to think about the question of what it means to develop strategic partnerships with sponsors—“research and development” for RD tools and services. Plan to charge a working group to explore this.
- In the past SAC has been very heavily involved with engaging sponsors for the conference, including financial discussions. Board needs to decide whether it wants members to be that heavy-handed with engaging with sponsors, or whether it wants to outsource that to staff.
- SAC wants to be disentangled from sponsorship of the conference; wants to be engaged in intellectual discussion and forging/facilitating relationships with sponsors, and to be able to hand off sponsors to conference committee, FPMR or elsewhere for financial discussions
- Eck requested to have a more in depth discussion as a Board (in the near future) about disentangling the financial sponsorship from the intellectual engagement between sponsor and NORDP.

Recommendations for 2021 NORDP Awards/recipients – Meier, Fletcher

- An ad hoc committee of five reviewers (including non-Board members, a former Board member, and charter NORDP Fellows) assisted in the assessment of these nominations
- Received nominations for Innovation Award, Leadership Award, NORDP Fellows and Rising Stars.
- Only 2 Rising Star nominations received this year – can award as many as 3 Rising Stars per year. The Rising Star award currently has a 5-year eligibility window (members must be nominated within 5 years of joining NORDP). The Board discussed and agreed this criterion should be revisited in future years’ awards, noting that some members might need more time to find their footing in the organization to be able to contribute intensively.
- Meier presented the ad hoc committee's recommendations for awardees - this info is embargoed until the conference. Preuss moved (seconded by Maglia) to accept the committee’s recommendations for 2021 NORDP awards. The motion passed unanimously.
- Eck moved (seconded by Meier) to award the 2021 RD Champion award (name of recipient withheld here because this information is embargoed until the award is presented). The motion passed unanimously.
- The NORDP Awards session will be held Wed, May 5, 12:15-1:45 ET during the virtual conference. This session is combined with the "Meet the Board Candidates” session.

Nominating Committee’s 2021 Election Cycle Recommendations – Maglia, Hansen

- NomCom has updated the 2021 Board election cycle timeline and candidate forms. Language in the documents now emphasizes commitment to diversity, equity, and inclusion. Other changes include removing requirement of having a candidate headshot, and some clarifications on checkboxes for the form.
- Eck asked whether NomCom consulted with Committee on Inclusive Excellence in coming up with the DEI language. They did not.
- **Action: Ward** to review DEI language and recommend edits as needed to align with NORDP’s established DEI statement.
- **Action: Lyon Gardner** to post NomCom documents (including revised DEI language, if needed) to Basecamp and call for an email vote to adopt the timeline and form content.

There being no further business, the meeting was adjourned at 3:33 pm Central.

Respectfully submitted,
Jennifer Lyon Gardner, Secretary

Note: The next Board Meeting is scheduled for Tuesday, March 23, 2021 at 1:30 p.m. Central; 12:30 p.m. Mountain; 11:30 p.m. Pacific; 2:30 p.m. Eastern.