

MINUTES

National Organization of Research Development Professionals Board of Directors Meeting Tuesday, August 24, 2021

The mission of NORDP is to advance the global capacity for and impact of research by strengthening the practice and profession of research development.

- Roll Call – Joanna Downer
 - Present: Eva Allen, Melinda Boehm, Joanna Downer, Kimberly Eck, Faye Farmer, Jennifer Glass, Antje Harnisch,Carolynn Julien, Jill Jividen, Kim Littlefield, Lisa Lopez, Anne Maglia, Nathan Meier, Paul Tuttle, Etta Ward
 - Absent: None
- Call to Order – Kimberly Eck for JJ – 2:33 pm ET (Jill Jividen joined 2:34 pm ET)
- Board Culture Anchor of the Month
 - August 2021 – Practice open, clear, effective and respectful communication

Consent Agenda:

- Approval of draft July 27 Board meeting minutes – Jill Jividen
- Financial Report – Eva Allen
- Strategic Plan priority KRAs:
 - KRA 3.1 (RD101) – Joanna Downer – Faye notes the group is doing a facilitator training October and anticipating an RD101 cohort in Nov and Dec.
 - KRA 4.1 (Inclusive Excellence Plan) – Etta Ward – have finalized the Climate Survey RFP are responding to questions received. Team is setting up some standing regular meetings. CIE held conversation roadblocks session(s) with the Leadership cmte.
 - KRA 4.3 (Membership Scholarships) – Nathan Meier – needs to contact MPreuss re SOP
- Committee Reports
 - Member Services – Paul Tuttle, **second liaison TBD**
 - Mentoring – Faye Farmer, Carolynn Julien
 - NORD – Kimberly Eck (as IPP), Faye Farmer
 - Professional Development – Joanna Downer
 - Revenue & Finance – Eva Allen
 - Governance – Joanna Downer
 - Strategic Alliances – Anne Maglia
 - Nominating Committee – Nathan Meier, Anne Maglia
- Paul Tuttle moved to approve the consent agenda; Eva Allen seconded. Motion passed unanimously.

General Announcements:

- Jividen reminded Board Liaisons regarding desired content (high level updates) & timing of committee reports – received by the Thursday before the Executive Committee meeting, which happens on the second Tuesday of each month. Liaisons should be attending the meetings of their target committee.
- Update on 2022 Conference planning – Jividen – survey to members about conference suggested a lot of uncertainty at the time of the survey regarding whether they would/could attend the conference due to an expressed combination of COVID fears, lack of funding, and prohibitive institutional policies among other reasons. Comments in survey seemed split between long-term interest in only in-person vs only virtual. The conference committee is looking into options to maintain a virtual offering for content and networking to meet members’ stated wishes.
- Retreat(s) Update – Jividen – Sept 10-11 (afternoons) via Zoom. Agenda will include Team Building, budget discussions and approval, two sessions of DEI training, and a visioning exercise. Will conclude Saturday with a virtual happy hour for anyone who can stay online. We will not hold a winter in-person retreat.
- NORDP Consultant Pilot update - Kimberly Eck – have about 12 volunteers in teams working on a few different aspects: One on the RFP for program evaluator, one on application process for the HBCUs, one on the application process for NORDP members who would like to be NORDP consultants (akin to PEERD process). Email went out to listserv about overall program. Nathan Meier has volunteered to be a reviewer from the Board; if anyone else would like to review, let Kimberly Eck know.
- Leadership Forum update - Nathan Meier – Group of ~20 members has been working the last few months under Jennifer Lyon Gardner and Daniel Arriaga to decouple and reimagine this event away from the Conference. The 2021 LF will take place every Tuesday morning in October; received 37 applications, after rigorous review process, all 37 have been accepted. Now looking to finalize the agenda and speakers. The Committee would like to compensate external folks already invited and others not yet invited for their time in preparing and reviewing the content. Requesting \$4500 for consideration of approval by the end of Aug. While the Board would prefer to send requests like this to Revenue & Finance, given timing will have full Board vote.
 - Joanna Downer moves to approve the requested budget for compensating speakers for the fall Leadership Forum; Kimberly Eck second; 14 yays, one abstention, no nays. Motion passes.
- FPMR effort prioritization – Jividen – Jividen, Kimberly Eck, and Anne Maglia are meeting with Laura N. of FPMR monthly (started in July). Are discussing how they are prioritizing the projects. One effort consuming activity is on NORDP job postings due in part to third party requests for posting job openings. Idea is to start charging for outside groups to post; HR offices are used to paying for such postings. Discussion clarified that we would provide a template. Members would still be free to post openings at no charge to the listserv, but a fee will be charged for all posts to the NORDP jobs website, whether from members’ institutions or companies like Indeed or ZipRecruiter. It would be possible to create a new jobs listserv if we end up wanting or needing to separate jobs from the regular listserv. Discussion also noted that NORDP should be able to use the diversity of our membership in terms of job responsibilities to attract new members from other groups like NIH-funded Clinical and Translational Science Award recipient institutions, librarians, evaluators, etc.

- **Next Steps:** Eva and Faye will have Revenue & Finance prepare a plan in collaboration with Member Services and FPMR, which they'll post on BaseCamp for comment by the Board.

Discussion Items:

- Current NORDP Strategic Plan, Year 3 KRAs, and KRA Champions – Jividen
 - Updates for the BOD will be part of the new regular NORDP newsletter.
 - KRA updates:
 - KRA 1 Board & Governance – KRA1.3: There have been attempts by each of the past few Presidents to establish regular transparent communications; perhaps capture Fletch, Kimberly Eck, and Jill Jividen's efforts (emails, office hours; Jill may move to a "happy hour" rather than an office hour). KRA 1.4 – create substantive program to develop Board candidates and leaders is moving forward (e.g., LEAD).
 - KRA 2 Communications – FPMR provided a quick Communications Plan, but we have only small human resource effort, and we think this is really a full time job. We have a newsletter, an events calendar, etc. Communications is In Progress.
 - KRA 3 – Leadership Development. KRA 3.1 – RD101 – Joanna and Faye are champions for sustainability development for RD101. As noted above, plans to offer this fall/winter. After this second pilot will be revenue generating. KRA 3.2 – Leadership Forum (see above). KRA 3.3 – develop year-round professional development content – coordinate with some of the certificate/credentialing, conference, RD101, and Leadership Forum and find the space between these to help advance development opportunities. **Jennifer Glass volunteered to serve as new Champion for KRA 3.3.** KRA 3.4 – explore potential for credentialing of RD. A ton of people are interested in this, Faye Farmer held an open call, had meetings, came up with an action plan, implemented that plan; the working group will launch focus groups this Fall, survey to be done in the spring to see if there's enough interest and if so, will start developing a certification process.
 - KRA 4 – DEI. KRA 4.1 – 4.1.a – conduct a baseline climate survey - An RFP just went out for the climate survey; all invited organizations/companies are woman or minority owned. 4.1.b – create ways to leverage the strengths of the NORDP community - Faye used the open call opportunity to build the certification community. 4.2 – build internal capacity to foster and sustain a culture of IE – occurring without Paul's pushing, but we should consider/discuss whether the things that are happening without pushing are enough. We will discuss this at the retreat – How can we amplify and do more? KRA 4.3 – define explicit structure for intentional access to opportunities within NORDP – Nathan Meier pointed out that membership scholarships and LEAD are both examples of this – leaving lots of ladders down to help folks climb up.
 - KRA 5 – Advance the field of RD – KRA 5.1 Build robust infrastructure and resources to generate knowledge about and around RD – Past IPP Karen Fletcher now leading NORD (New Opportunities in Research Development) Committee. That Committee is bifurcated with one group focusing on the NORD grants and the other focused on advancing RD as a field. Kim Littlefield and Fletcher are also working on accessibility of data under KRA 5.1 as an organization-wide data committee not just focused on NORD products and data. KRA 5.2. mechanisms to translate (mobilize) RD knowledge and insights -

Kimberly Eck working on; Eck is liaison to NORD Committee & Farmer and Antje Harnisch are alternate liaisons.

- KRA 6 – Enhance responsiveness to member needs – Paul Tuttle is the champion for these KRAs. KRA 6.1 – ensure feedback from members - is done with the new member needs survey, and KRAs 6.2 (take action on feedback) and 6.3 (anticipate and create programming/actions to address member needs) are in progress. Right now Member Services Committee (MSC) is trying to find ways to meet standard of high-touch past MSC leadership and efficiently benefit MSC members and NORDP members and potential members.
- KRA 7 – External Relations. Anne Maglia will be new champion in her role as BOD Liaison to Strategic Alliances Committee. KRA 7.1 – Cultivate selected sponsors who partner with NORDP beyond the conference - not complete but working on it. KRA 7.2 – Clarify and communicate the SAC's strategy - have begun but not finished. KRA 7.3 – cultivate selected advocacy partners to amplify, elevate, and promote RD and NORDP - we are actively working on.
- **Decision** for new Board year is to retire Membership Scholarships from the KRA dashboard reporting and replace it with KRA 3.4. Explore potential for formal certification of RD (Faye Farmer, champion), which many NORDP members are asking for.
- For next year (**not this year**) consider KRA 3.3 year-round career development plans after RD101 and the Leadership Forum get operational, and also KRA 6.3, which also relies on some things in process.
- We might also look at the board-approved diversity plan that CIE put forth and elevate a couple items related to programming and finding and leveraging Diversity, Equity, inclusion, and belonging (DEIB) expertise among our NORDP continuity.
- The question was asked why the Strategic Plan officially covered three years. This was chosen because 5 years seems too long because everyone involved in developing it would rotate off the board before its completion (standard Board terms are 4 years). 2019 was the first time the Board developed a 3 year plan; the year before the Board created a one-year plan through a Strategic Doing session.
- NORDP BOD Work Plan draft - Faye Farmer (with input from Eva Allen and Paul Tuttle). BOD is supposed to be thinking long-term about growing the organization, and we manifest that in different ways. To facilitate discussion of the Board's budgeting and that of the organization as a whole, Farmer presented a slide deck that summarized BOD accomplishments gathered from the minutes of BOD meetings for the past year – the BOD has been staying appropriately focused on the organizational level – as well as KRA activities and costs.
- Based on this assessment, the BOD workplan (akin to that requested from the Committees) appears to include the following activities:
 - Support programming (time cost only)
 - Support committees via liaisons.
 - Evaluate our work as a Board
 - Review bylaws and update
 - Host a conference that is revenue positive
 - Review FPMR contract and adjust if needed
 - Develop and approve policy adjustments
 - Review, manage operational costs
 - Review manage budget strategy
 - Prepare for problems.

- Together, these activities, support for active KRAs, and Committee budgets totals roughly \$250,000.
- For the retreat, Farmer and Allen will present additional items for the BOD to consider.

There being no further business, the meeting was adjourned at 4:23 pm ET.

Note: The next Board Meeting is scheduled for Tuesday, Sept 28, 2021 at 2:30 pm Eastern; 1:30 pm Central; 12:30 pm Mountain; 11:30 am Pacific.