

**Board of Directors Meeting
Thursday, April 7, 2016**

Board Members Present

(those present denoted with underline)

Ryan Elias, Stacey Willenborg, Jon See, Mary Beth Maddox,
Todd Cleland, Roger VanHoy, Mona Ellerbrock, Jessica Watts, Adam Johnson,
Kathy Lynch, Jill Bond, Brent Burns, Jennifer Leed Schwartz,
Megan Greenawalt, Amy Pridmore, Mark Nolan, Paul Sturm

Others Present

Allyson Williams

Call to Order

Ryan called the meeting to order. Allyson called Roll.

Consent Agenda

Mona motioned to approve the consent agenda. Todd seconded. MOTION APPROVED.

Old Business

a. Executive Committee Motions

▪ NACRO Future Vision

- Ryan opened the floor to any further discussions regarding motions.
- Does NACRO have or need a visibility assessment pertaining to growing memberships?
- The overall role of Professional Development is getting blurred and needs clarity regarding pricing, certification, etc.
- Metric has no place in the vision. NACRO should level the correct metric. NACRO doesn't want to tie future boards to these numbers.
- Working to grow and taking the steps to grow.
- AUTM is well north of 1,000 members.

Roger motioned to approve the NACRO Future Vision.

NACRO will be the preeminent professional organization for corporate relations professionals at colleges and universities with a large, vibrant and growing membership who look to this professionally managed organization for training, professional development, best practices and metrics by which corporate relations programs and professionals are measured.

- NACRO significantly increases its members and program participants worldwide to reflect the growth in our profession and is widely viewed as THE leading professional organization for corporate relations professionals at colleges and universities^{1,2}.

- NACRO has a robust offering of both on-line and in-person training classes and provides professional offerings that are valued by both members and non-members³.
- NACRO is run by a full-time executive director, who reports to the board. Growth in membership and income from additional professional development offerings will provide the necessary revenue⁴.
- NACRO is the go-to source for metrics related to corporate engagement with colleges and universities⁵.

This vision has an intentionally strong bias toward growth, both in membership and in scope of offerings that will benefit our members, company partners and university stakeholders alike.

Footnotes to NACRO Future Vision

1. NACRO had 427 members in FY 2015.
2. AUTM, an analogous organization for professionals in university tech transfer offices, has 3300+ members
3. Training classes deliver value for attendees, provide a revenue stream to help fund the growth of the organization and serve as a recruiting tool.
4. NORDP, an analogous organization for research development professionals founded in 2010, has just announced plans to hire a full-time Executive Director and AUTM has had a full-time Executive Director for many years.
5. AUTM has become the gold standard with respect to licensing metrics at universities.

Todd seconded. MOTION APPROVED.

- Charge for the Strategic Planning Committee

Roger motioned to approve the Charge for the Strategic Planning Committee.

The Board of Directors reestablishes and reconstitutes the Strategic Planning Committee as an Ad Hoc Committee to be co-chaired by Cody Noghera and Mark Nolan and to be staffed at the co-chairs discretion by full members of NACRO. The Strategic Planning Committee co-chairs will be invited, at the discretion of the co-presidents, to attend Board of Director Meetings when the discussion is pertinent to the work of the Committee. The Strategic Planning Committee shall solicit input from the NACRO membership and develop a Strategic Plan that describes how to achieve NACRO's Future Vision as approved by the Board of Directors. The Strategic Plan shall encompass a period beginning with the 2017 Annual Meeting and continue through the following five years. The Strategic Plan shall be presented to the Board of Directors at the 2017 Mid-Winter Meeting for comment and Board input, shall be presented in final form for Board Approval prior to the 2017 Annual Meeting and shall be presented to the NACRO membership in approved form at the 2017 Annual Meeting. The Ad Hoc Strategic Planning Committee shall be disbanded following presentation of the approved Strategic Plan to the NACRO membership. Once presented, the Strategic Plan will be stewarded by the Executive Committee to ensure continuity and execution.

Todd seconded. MOTION APPROVED.

Committee Updates and Reports

Please see committee update reports attached at the end of the minutes. Additional comments are noted herein.

- a. **ASG**
No additions to submitted report.
- b. **Strategic Planning**
No additions to submitted report.
- c. **Mid-Winter Meeting**
No additions to submitted report.
- d. **Executive Committee**
No additions to submitted report.
- e. **Conference Planning**
Amy/Megan will send Allyson an email to distribute to the Board regarding committee needs at the conference. Masters Class begins at 8:00 am and ends at 3:00 pm.
- f. **Benchmarking**
Mona discussed the Chile trip.
- g. **Marketing**
New website launch date is April 18, however, it will not be publicly launched. This allows NACRO time to work out any bugs in the website. The May newsletter will contain a story about the website and directing members to the new website. Jessica and Adam walked through the new website with the Board.
- h. **Site Selection**
Todd shared the 2017 sites for the annual conference and mid-winter meeting were disclosed in the April newsletter. The 2017 conference chairs are Tami LaFrance (UW) and Adria Alhadeff (WSU).
- i. **Nominating**
Jon and Mary Beth had calls with existing committee leads and are reaching out to those identified to gauge who is interested. Possibly have a slate and voting for the next Board meeting.

j. Finance

Roger shared that after the first quarter the ASG hours are currently lower than budgeted at this time.

k. Professional Development

Kathy mentioned she has a call with Allyson/ASG to discuss additional tasks for ASG. Mastery series is moving forward. The 101 committee has restarted their calls and speaking with the Blueprint committee. The committee has decided on 4 areas of content; Corporate Outreach, Stewardship, Campus Visits and Evolution of CR. Professional Development is looking to provide opportunities for members in NACRO to get professional development by being called on to contribute to the development, facilitate or possibly speak at a session. This allows for an opportunity for a train the trainer. If anyone on the Board has strong facilitator skills or looking for this kind of opportunity, please email Kathy. The two sessions running this year are; Developing a Strategic Plan and Building a Culture of Trust and Respect.

l. Strategic Alliances

No additions to submitted report.

New Business

Announcements

The next BOD meeting will be held May 5, 2016.

Committee Update Reports

a. ASG

- Prepare April Board packet
- April Newsletter
- 2016 Mid-Winter Meeting
 - Finalized payments for mid-winter.
 - Completed the post meeting wrap-up and finalized numbers
- 2016 Annual Conference
 - Finalized the Busch Stadium contract
 - Conference Planning Committee call, Thursday, March 10, 2016
 - Conference Planning, Marketing, Membership Committee Conference call, Wednesday, March 16, 2016
 - Update checklist and timeline for tracking deadlines

- Responded to approximately 21 emails/calls regarding the annual conference
- Masters Class – communicating with Professional Development on ASG tasks and hours to finalize
- 2017 Mid-Winter Meeting
 - AT&T contract – working on getting contract revised and completed
- Membership
 - Pulling bi-monthly reports for new applicants, distributing names for review/approval and update status in MemberClicks
 - Send out approval membership emails
 - Responded to approximately 30 emails
 - Answered approximately 8 phone calls
- Job Postings
 - Responded to approximately 7 emails/calls
- General Questions
 - Responded to approximately 5 emails/calls

b. Strategic Planning

c. Mid-Winter Meeting

d. Executive Committee

e. Conference Planning

- Registration is targeted to open on May 17th. We plan to provide the final agenda and materials to the Marketing Committee on April 29th in preparation for the launch. We are in the midst of finalizing our agenda, but are still moving some sessions around in order to find the best fit. We are working on revising the conference registration form itself, and plan to share it with the Marketing Committee soon for their input.
- There will be two keynote speakers at this year's conference, which will open up both Thursday and Friday's programming. Thursday's speaker will be Raymond Fernando, Director of Talent Pipeline Development, University Relations, Boeing. Friday's keynote will be a speaker from AT&T – the company has committed to identifying a speaker to participate, but the name has not yet been confirmed.
- All three subcommittees have been hard at work as we work to finalize the conference agenda.
 - Blueprint Subcommittee – all speakers/sessions are confirmed. Our Blueprint team is also serving as Session Content Managers for Industry & University sessions to help lighten the load and ensure a smooth channel of communication between the committee and session participants.

- Industry Subcommittee – working to confirm their participants. Corporate representatives on our panels currently include Boeing, AT&T, Monsanto, Express Scripts, Edward Jones, Wells Fargo Advisors, MasterCard, General Dynamics, and Northrup Grumman, among others.
- University Subcommittee – 80-90% of their speakers are confirmed for 12 distinct sessions. There are currently a few holes in the agenda, as a few of the sessions either didn't pan out or were combined into one session; we are still working on contingency plans. Subcommittee members may be reaching out to some of you for suggestions.
- We have created a Guest Experience Team from Washington University in St. Louis, consisting of Jennifer Krupp, Dana Ulrich, and Audrey Metcalf. This team is looking to anticipate guest needs, provide clear communication with regard to conference logistics and additional networking opportunities, adding a little extra touch to attendees' experience. We view this as part of the effort to convert first time attendees into long-term NACRO members by providing a memorable experience, as well as an opportunity to promote the amazing offerings of St. Louis in the wake of a stretch of tough PR.
- Planning efforts for Affinity Groups are underway, and are being led by Debra Baker (Auburn) and Margaret Bankoff (University of Colorado). Groups will currently include business, large central office, small central office, engineering, medical/life sciences/ag, and research and economic development. Both Debra and Margaret are new to NACRO and may be reaching out to some of you to help lead and craft sessions.
- For the closing Plenary Session on Friday, we have decided to focus on university content, as the opening keynotes on both days feature an industry speaker. We are currently planning on inviting a panel of past NACRO co-presidents to speak about corporate relations, detailing on where the profession was 10 years ago when NACRO started, moving through today, and then identifying what they see as the future of our field. Megan is working on this with Lorena McLaren, and we will be in touch with potential participants in the coming weeks.
- Logistics are progressing, including:
 - We have finalized and signed a contract with Busch Stadium for the Thursday night reception, but we still need to determine how much to charge for +1s. We will also be reinforcing that no under 21 guests will be permitted at the reception due to the inclusion of alcohol in the festivities.
 - We are in the process of finalizing a contract with Hillman Hall on campus for the Wednesday night reception.
 - We are setting up an accounting code at WUSTL for internal vendors as there are internal discounts we can take advantage of for the conference.
 - We still need to know from the board which committees need to meet on Wednesday, and any other space needs (or agenda time needs) from the committees.
- We are continuing discussions with Allyson and ASG to synchronize our timelines and determine how best to help each other around conference needs.

f. Benchmarking

Intersections subgroup is working to define a framework to elevate corporate relations as an essential intuitional element on our campuses; we aim to promote the discussions about CR as an institutional commitment deserving of resources, and a place at the table for the campus' strategic planning discussions and budget consideration for the growth and evolution as a research university. Necessary elements for institutional integration of CR include: 1) Decision making model for campus-wide CR decisions, recognized by the university; 2) Culture and readiness to succeed at successful CR; 3) Assessment of Authentic Strengths of Interest to Industry; 4) Agreement on Vision of Success for CR (agreement on "Big Win" for the campus with individual schools/colleges) and 5) Development and Evolution of Strategic Partnership Plans.

GOOD PRACTICES – Highlighting good practices, making accessible for all NACRO members (Co-leads: Victor Haroldsen, UC Davis & Olof Westerstahl, UIUC)

Good practices is working on drafting communication pieces to use with various marketing mediums (Twitter, NACRO App, NACRO Newsletter, and LinkedIn). We are currently in communication with Marketing Committee to see how best to implement moving forward. We are aiming to have our first drawing for a gift card for participants who have submitted a Good Practice at the end of April.

MEMBERSHIP SURVEY - Interpretation & Analysis (Co-leads: Lenna Cominos, Carnegie Mellon University & Mary Jean Henry, Wright State University)

Membership Survey group is ready to plug the survey into Survey Monkey and make a test run by the end of April. The goal is to have the survey to the NACRO Marketing/Conference Committee by May 17. The committee has added an introduction to the survey to explain the purpose and make sure people understand that this year's survey is based on gathering institutional data, and to answer accordingly.

GOLD STANDARDS - For CR Metrics (Co-leads: Charley Hasemann, Michigan State University & Mark Boek, Iowa State University)

Gold Standards continues to refine the metrics we hope to collect – now focusing on "Metrics of Corporate Engagement" after spending some time on the easier to quantify financial metrics. Expect that final product will be a focused proposal (white paper) that proposes NACRO as a metrics-gathering leader in the corporate engagement space.

g. Marketing

Website:

- Website moving forward, will go live April 18. Woo hoo! Yay us!
- Allows a couple weeks for edits and work out bugs before the May newsletter
- Announce new site in May newsletter, plan to be sent on May 9th
- Membership backend – staying with current system, MemberClicks, to get through this first year. Will reevaluate next year.
- Website design includes topical tags for dynamic pages and interactive component/News/Blog - added for news and update posts

- *****NEED BOARD MEMBER HELP TO KEEP THESE PAGES FRESH AND INTERESTING*****

Member Communications

- Call on 3/16 with conference chairs, strategic alliances/PD (J. Schwartz represented both) and benchmarking to discuss member communications and social media plan for the next 5 months
- Conference registration opens May 17
- **Newsletter:**
 - Curt Hadley, Illinois, is new Newsletter lead
 - Recruiting a couple other people to help
 - ****NEED HELP FROM COMMITTEES TO GENERATE CONTENT****, Request for trending topics and success stories to add to the newsletter.
- **Social:**
 - Ramped up - LinkedIn & twitter activity with discussions, and conversations with industry
 - Actual use of Twitter and LinkedIn by NACRO members is still low, growing slowly
 - Newsletter topics fed to social channels
 - Need for policies due to recent requests for job postings and LinkedIn posts
 - NACRO App:
 - Updating app this month
 - Will promote app download in May newsletter
 - Conference chairs planning for proactive use of app interactive features

Industry Affiliates Member Outreach Plan:

- **Industry Affiliates**
- List of companies we want represented as Industry Affiliates (IA) has been identified
- Need to share list to NACRO Board and Committee Volunteers to promote IA membership
- **New Member Outreach**
 - Marketing committee will work on a list of universities not active in NACRO
 - ****REQUEST ASSISTANCE FROM THE BOARD TO REACH OUT TO THESE UNIVERSITIES IN THE MONTH OF MAY****

Ally Program – Next Generation

- Call with Professional Development to discuss the next generation of the Ally Program
- Plan is to transition from Ally cohorts to a few large subject based webinars that will share best practices
- The Ally Team wants to have 2-4 subject based webinars versus each cohort managing their own conversations. For example, a webinar on Stewardship with three members speaking on their processes and sharing best practices. Or, we could have a webinar for affinity groups to continue the conversation between conferences.

- In conversations with the Professional Development committee, we agree the time after the 2016 conference can serve as a transition time from Ally program to subject based webinars (pilot/test case/text format) to full professional development offerings.
- Background:
 - The purpose of the Ally program is to: Engage members between conferences, continue networking between members and Share best practices and help members learn from each other.
 - The purpose remains the same but the delivery needs to change. The Ally program, launched at the 2015 conference, has 20 cohorts of 12 members. The program was of great interest but consisted of too many cohorts and too many facilitators to follow up with. Some cohorts have great calls, some have not had any calls and some had calls that were rather quiet. For example, last month one Ally Cohort had a call focused on stewardship processes and reports. Three members shared best practices from their universities, followed by discussions and questions. Participants have since incorporated some of those best practices at their schools, it was productive Ally call and great member benefit!

h. Site Selection

i. Nominating

j. Finance

k. Professional Development

l. Strategic Alliances

Strategic Alliances has been working in teams on building relationships with our first wave partners -- AUTM, NORDP and CASE:

- Team AUTM will be submitting a session proposal in NACRO's name later this month for AUTM's Feb. 2017 conference. Brad Fravel will be the main presenter for this workshop style session, and the theme is proactive corporate relations in tech transfer. The new President of AUTM has been invited to the NACRO 2016 conference.
- Team NORDP will be represented by Kerry Morris at the May 2016 NORDP conference. He is already a NORDP individual member with institutional support for his conference attendance. Before the conference, the team will make contact through colleagues with NORDP's external engagements committee, and try to schedule a meeting for Kerry with them at the conference where he can extend a comp invite for a representative of that group to attend the NACRO 2016 conference.
- Team CASE will likely be represented by Michael Ransom, Julie Brandis, and Jennifer Schwartz at the May CASE CFR conference. One of us will use a comp registration offered by CASE, and Emily DeYoung, CASE Special Projects Director, will attend the 2016 NACRO Conference on a comp registration. In March, Julie Brandis had a meeting with Sue Cunningham, CASE President, and Jennifer Schwartz met

with Emily DeYoung at CASE HQ. Both were highly encouraging of more collaboration between NACRO and CASE. CASE is very eager to have NACRO's input into its CR offerings.

We will consider second wave partner organizations at our all-committee call on April 11.

NACRO logo lapel pins for "NACRO Ambassadors" will be mailed out by ASG shortly. These include all members of the BOD, Strategic Alliances Committee, and a few select others whom we are aware are making upcoming CR presentations for Academic Impressions, Innovosource, and CASE.

We have the 1-pager pdf and now a short ppt sequence that can be used to advertise NACRO with our strategic alliance partners and more broadly. When the new NACRO website goes live, we need to add the correct web address for membership.