

**Board of Directors Meeting
Thursday, January 12, 2017**

Board Members Present

(those present denoted with underline)

Todd Cleland, Roger VanHoy, Ryan Elias, Stacey Willenborg,
Mona Ellerbrock, Jessica Watts, Paul Sturm, Lenna Cominos, Adam Johnson,
Adam Causgrove, Jill Bond, Julie Smith, Jennifer Leed Schwartz, Brad Fravel,
Tamara LaFrance, Alex Pietsch, Robin Seth Shah

Others Present

Allyson Williams

Welcome & Call to Order

Todd welcomed everyone to the meeting. Todd called Roll.

Consent Agenda

Paul motioned to approve the December Board minutes. Mona Seconded.
MOTION APPROVED

Paul motioned to approve the November Financials. Mona Seconded.
MOTION APPROVED

Announcements (If any)

- a. PACCAR Hall has been confirmed for the opening night reception, Mastery Series and Blueprint sessions.
- b. Mid-winter registration now at 37, per Jessica.

New Business

a. Mastery Series Update

- The cohorts have been updated. We will retain the original senior cohort – offer one class for this cohort and establish two new cohorts – offer two classes for these new cohorts.
- The subcommittee will vote to narrow down the sessions then the sessions will be brought to the Board for review.
- Possible Sessions discussed:
 - Aligning CR Strategy with the Strengths of your Institution
 - Managing Up, Down, and Sideways: Navigating Politics
 - Generating Trust and Respect for Your Office
 - Managing Institutional Change
 - Launching a Center or Institute
 - Defining and Measuring Metrics for Your Office

- Advancing Relationships with Significant Corporate Partners: Advancing Strategic Partnerships
- Deepening the Corporate Network for University or School

Webinar Update

- Dry run for the webinar is January 19 and the actual webinar is on January 26, 2017.
- Suggestions were made regarding the registration form and marketing of the webinar. Possibly advertise on LinkedIn, add to the NACRO App and add a more robust description of future webinars.
- Understanding Your Product webinar will be held on March 30, 2017.
- Company Visits webinar will be held in May 2017.

b. NACRO Membership

The Board was asked for their input of initial thoughts on revising NACRO membership parameters. Past thoughts were as follows; accepting members that are focused in top tier research institutions, any institutions, and more educational institutions that believe they can learn from NACRO best practices. NACRO wants to be proactive as this is part of our strategic plan.

Todd started a Board discussion with LinkedIn group and those thoughts were to recruit schools in any of the research classifications in the Carnegie scheme. Roger shared he will have data to share at midwinter regarding the active and past member list to cross reference it against Todd's list. Data shows over 400 schools in the R1, R2 and R3 categories. NACRO needs to be intentional about membership evolution rather than membership profiles that are not supported by our strategic plan. If NACRO does expand the parameters, how do we do this chronologically? When? Immediately?

c. Strategic Alliances, partnering agreements for AUTM, NORDP and CASE

Jennifer and Brad shared the recommendations by the subcommittee. These are set up to look at how it benefits NACRO.

- Offer a NACRO-branded, moderated-panel session at the AUTM Annual Conference
- Organize a NACRO-AUTM meeting to discuss securing corporate sponsorships with AUTM's Annual Meeting Program Committee at the AUTM conference.
- Organize a NACRO-AUTM meeting to discuss valuable metrics and institutional benchmarking with AUTM's New Metrics Committee at the AUTM conference.
- Organize a NACRO-AUTM meeting to discuss monetizing robust salary surveys with AUTM's Salary Survey Committee at the AUTM conference.
- Share institutional membership list (name of organizations only) to facilitate outreach to our respective institutional members that have both NACRO & AUTM affiliations to see if there is any content/marketing we could provide to increase collaboration among the two entities on campuses.
- Invite the AUTM Executive Director, Stephen Susalka, to attend NACRO's 2017 Annual Conference on a complimentary basis.
- Join with AUTM in the continued evolution of their Senior Leadership Forum, "The Conversation." The planning committee would likely be co-chaired by NACRO (James Zanewicz, Tulane) and AUTM (Patrick Reed, LSU) and rounded out with an evenly mixed committee from both organizations. A new goal would be to have a partnering forum in, where corporations and foundations could meet with TT and CR staff in tandem – establishing deeper relationships and maximizing the ROI of attending this event.

Trip reports are being created and these will be helpful for historical record purposes.

Todd motioned for the approval of the \$9,250 budget request for Strategic Alliances to further carry out their involvement with AUTM, CASE and NORDP.

MOTION APPROVED

Meeting Adjourned

The next BOD meeting will be held February 2, 2017.

**Board of Directors Committee Reports
Thursday, January 12, 2017**

Committee Update Reports

a. ASG

- 2016/2017 NACRO Board of Directors
 - Prepared January Board packet
 - December Financials
- 2017 Mid-Winter Meeting
 - Finalized registration form and registration went live
 - Responded to approximately 14 emails
 - Answered approximately 5 phone calls
- 2017 Annual Conference
 - Site visit scheduled for January 18 – 20, 2017
 - Scheduled appointments for site visit
- 2018 Annual Conference
 - December 20, 2016 - Conference call with Nick Pasquarello and additional co-workers to discuss potential hosting of the 2018 conference
- Professional Development
 - Finalized registration form and registration went live
 - Answered approximately 2 phone calls
 - Responded to approximately 8 emails
- Membership
 - Pulled weekly the report for new applicants, distributed names for review/approval and updated status in MemberClicks
 - Send out approval membership emails
 - Resetting passwords for members
 - Responded to approximately 30 emails
 - Answered approximately 4 phone calls
- Job Postings

- Responded to approximately 2 emails/calls

b. Strategic Planning

c. Mid-Winter Meeting

d. Executive Committee

e. Conference Planning

f. Benchmarking

g. Marketing

- Marketing names submitted for midwinter. Looks like we'll have 8 or 9 in attendance in Texas.
- The formal invite for midwinter will go out on Dec 15.
- Also going out will be New Year greetings from the board - acquired by next week, and tentatively scheduled to go out on Jan 1.
- Marketing has been working with Professional Development on the webinar. Branding, communications, technology, etc. The path seems solid and kudos to the team. Communications for the webinar are out this week, and we'll have a website page with details to coordinate with a reminder post, including blog and social media messaging. <http://nacrocon.org/professional-development-webinar-series>
- The RFP announcement went out, and we'll add content to the website to match.
- NACRO.box is healthy and active with 20 of 25 seats being used. Users have visibility to all top-level folders, and each has edit access to the folders for the committees they help lead. We've added some external users to folders in a number of cases (marketing, professional development) where there is need. New content and legacy content is continually being added, but everyone should be encouraged to do this more.
- We continue to discuss adding member info on website and what our membership requirements are / should be.? As a part of this, we exported non-sensitive membership information to Roger who will help with an analysis on demographics, institutions, etc.
- Danielle Jenkins received access to NACROcon's website analytics and is conducting a similar summary.
- There is a bit of web work that would be nice to share with more authors. Jamie has been handling but we need to train more users. Current tasks include:
 - New / old photos to pages
 - Pages for professional development / webinar / etc.
 - A note / link / perma-post for LinkedIn job postings

- Potential member info on website (member roster - name & institution) (pending board decision)
- Finally, we need to unburden Kerry Morris a bit, and we are looking for someone to get trained on the mobile app.

h. Site Selection

Site Selection continues to contact potential universities to host the mid-winter leadership conference and the annual conference in 2018. Unfortunately, we currently have no university eagerly wanting to host the annual conference in 2018. We hope to get some submissions in mid-January.

i. Nominating

j. Finance

k. Professional Development

WEBINAR UPDATE

Stewardship Webinar:

- Not concerned about registration numbers for this first webinar. It is our first one and I think we'll have enough on our plates with the content and technology without adding in a huge number of registrants. We can focus on marketing for our next ones.
- The dry run will be next week on January 19th. We need to upload everyone's email addresses into the zoom webinar system. We will need the list of current board current list of board members that should be included.
- Final presentation from the speakers are due on Friday, January 13 for final editing.
- Lorena has held individual practice sessions with each of the speakers to train them on the technology. All good, but taking some time.
- We will have an evaluation form to gather feedback.

For the next two webinars:

- Content development is well under way and in the process of identifying speakers
- Understanding Your Product (what you need to know before you go on a visit) will be on March 30, 2017
- Company Visits will be in May 2017

MASTERY UPDATE:

Facilitators

- Working to establish criteria for facilitators – scheduling meeting with training/facilitation expert
- Working to establish process by which we'll vet facilitators
- Working under assumption that we'll pull facilitators from NACRO
- Goal to have 3 – 6 facilitators “shadowing” summer 2017 preparing us to host 6 – 9 courses in 2018

Cohorts:

Retain original senior cohort – offer one class for this cohort

- A minimum of 15 years of Professional Leadership Experience
- Minimum of 5 years of CR Experience (NEW)
- Ownership of the CR “shop” at your institution, responsible for setting direction of the program, and are empowered to be a change agent for the program
- Responsible for CR budget at their institution
- Supervisory responsibility (assuming not a one-person shop)
- Responsible for Professional Development of their team
- NEW: Must complete case in advance and show “eminence” in content of course (i.e. must be ready to share their experience as well as gain information from the course)
- Establish two new cohorts – offer two classes for these new cohorts
- A minimum of 7 years of Professional Experience
- NEW: Minimum of 2 years of CR Experience
- NEW: Preference for CR Officers who “own” the responsibility for a school or college within a research university, responsible for setting direction of the program, and are empowered to be a change agent for the program.
- NEW: Responsible for Major Portfolio of Corporate Partners
- NEW: Work directly with faculty, deans, and university leadership on the develop of projects, proposals, and new initiatives
- NEW: Must complete case in advance and show “eminence” in content of course (i.e. must be ready to share their experience as well as gain information from the course)
- REMOVE: Ownership of the CR “shop” at a school or college within a research university, responsible for setting direction of the program, and are empowered to be a change agent for the program
- REMOVE: Responsible for CR budget within their shop
- REMOVE: Supervisory responsibility (assuming not a one person shop)
- REMOVE: Responsible for Professional Development of their team

We discussed Possible Sessions:

- Aligning CR Strategy with the Strengths of your Institution
- Managing Up, Down, and Sideways: Navigating Politics
- Generating Trust and Respect for Your Office
- Managing Institutional Change
- Launching a Center or Institute
- Defining and Measuring Metrics for Your Office
- Advancing Relationships with Significant Corporate Partners: Advancing Strategic Partnerships
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Goals for Mid-Winter Meeting:

- Announce 3 Sessions – Cohorts and Topics
- Announce new Facilitator Criteria and Process
- Decide if we will offer an off cycle course
- Work on Strategy for 2017 and beyond

Goals for the Remainder of the Year:

March

- New Cases Ready
- New Application Form Ready

April

- Marketing Recommendations Ready
- Play Books Revised and Ready
- Facilitator Training Developed
- Facilitator recommendations received

May

- Courses Announced – early registration
- Facilitator Training Offered
- Should we try and offer an off cycle course in May or June??

June

- Registrations received and cases reviewed

July and August

- Registration received and cases reviewed

Courses offered

I. Strategic Alliances

- Multiple Strategic Alliances subcommittee conference calls held throughout December 2016. Discussions focused on numerous subcommittee deliverables each of the four subcommittees (AUTM, CASE, NORDP, and Communications/Liaisons). Brief updates of current progress with highlights are:
- **AUTM** – Subcommittee determined the format of our 90-minute NACRO session at the AUTM Annual Meeting in March, including moderator, panelists, slides outline, and audience participation. Moderated panel format (2-3 panelists) will cover five essential elements slides using examples and lessons learned from NACRO member universities for 45 minutes followed by 45 minutes of audience Q&A. Confirmed two complimentary registrations for AUTM Annual with Stephen Susalka. Drafted six potential initiatives to explore with AUTM along with next steps that could be accomplished at the March conference. Draft recommendations targeted for Board review/approval in February.

- **CASE** – Recommendations to be discussed during January Board meeting.
- **NORDP** – Recommendations to be discussed during January Board meeting.
- **Communications/Liaisons** – Subcommittee conferenced with Marketing co-chairs on branding information, design, printing, and shipping of presentations and collateral NACRO marketing materials to support Strategic Alliances' efforts at potential partners' 2017 conferences. Subcommittee will continue to work with Marketing establishing deliverables, a timeline for them, and associated expenses. Deliverables include but aren't limited to enhancing/designing PowerPoint/Prezi templates, the NACRO one-pager, and the white papers; to create a three-panel display template; to develop/refine strategy documents for new SA partners'; and to develop a one-page executive summary for the "Five Essential Elements" paper.