



Spring 2019 Core Committee Minutes
March 22 & 23 | Denver, CO
approved by Core on April 24, 2019

A summary of action items precedes the minutes. The minutes provide more details and highlights of discussion. Unless otherwise noted, approvals are 1 or 2 on the POD Network Levels of Consensus Scale (see Appendix at bottom of minutes). Items that require a formal vote (in favor/opposed) are indicated. Parking Lot items (items postponed to the end of the meeting) follow the minutes.

SUMMARY OF ACTIONS TAKEN

Creation of Ad Hoc for Roles, Support, and Compensation:
APPROVED (1s and two 2s)

Governance Committee Proposed GM Changes:

BYLAWS: APPROVED (unanimously by vote)

EPOC: APPROVED (unanimously by vote)

CONFERENCE COMMITTEE: APPROVED (unanimously by vote)

DIVERSITY COMMITTEE: APPROVED (unanimously by vote)

GPPD: APPROVED (unanimously by vote)

GOVERNANCE COMMITTEE: APPROVED (unanimously by vote)

SCHOLARSHIP COMMITTEE (not to be voted on today; to be revised and re-submitted for consideration)

President Elect Nomination language change: APPROVED (unanimously by vote)

Executive Director Report

E-Minutes (items approved by Core/Exec since Fall 2018): APPROVED (all 1s)

Increase Admin Assistant hourly pay to \$19.95/Hour: APPROVED (all 1s)

Approval of recurring expenses and renewal requests:

- \$100 for all committee/SIGs submitting a report to Core
VOTE: APPROVED (ALL 1'S)
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- Grants - (\$12,000) VOTE: APPROVED (ALL 1'S)
- Captioning Ad Hoc - (\$2000 for backlog and new) APPROVED (ALL 1'S)
- POD Network office - (\$600 for Chronicle of Higher Ed subscription, iPad & card charger) APPROVED (ALL 1'S)

- Conference - (increase plenary speaker by \$4000 to \$16,000; live stream budget \$6000) APPROVED (ALL 1'S)
- Conference - \$1500 for conference team support for data conversion (APPROVED (1S AND 2S))
- Diversity - A/V support request at conference (approved pending DRI needs assessment for all committees and SIGs and PSAV quote)
- Diversity - (\$200 for conference materials) APPROVED (1'S AND 2'S)
- Diversity - (\$36,800 for travel fellowships and internship grants) APPROVED (ALL 1's)
- Scholarship - (\$300 for continuing non-TIA costs) - APPROVED (ALL 1's)
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- PDC - (\$5500 for need-based support for ODI presenters' travel (note: not in annual budget; earmarked in financial reserves, as for Core need-based support) - APPROVED (ALL 1's)
- PDC - (\$500 for printing PDC promo items) - APPROVED (ALL 1's)

Annual budget, FY 2019-20, discussion and vote -
 VOTE: UNANIMOUSLY APPROVED (ALL 1s)

- Scholarship - Offer lunch at full-day pre-conference? (TBD, wait until all pre-conference workshops accepted)

Creation of PEP (President Election Process) Ad Hoc: APPROVED (ALL 1's)

Special Funding Requests (from Surplus/Reserves)

- Social Media / Communications Manager (\$100k for 2-year pilot): APPROVED (ALL 1's)
- Convert Complete TIA backfile (\$10K): APPROVED (ALL 1's)

MINUTES

Friday, March 22

Present: Cassandra Horii, President; Angela Linse, President Elect; Mary Wright, Past President; Donna Ellis, President Elect-elect; David Sacks, Chair of Finance; Hoag Holmgren, Executive Director; Stacy Grooters, Richard Swan, Lindsay Bernhagen, Carl Moore, Gabriele Bauer, Jonathan Iuzzini, Isis Artze-Vega, Christine Rener, Sandra Sgoutas-Emch, Greg Siering, Lynn Eaton, Steve Hansen, Chad Hershock, Lauren Pipe, Toni Weiss, Robin Pappas

Absent: Dorothe Bach, Katie Linder

Introduction / Ice-breaker

Orientation, Overview, Meeting Processes

Roles and Compensation (Big Picture)

Discussion: Bylaws currently interpreted as precluding members from being paid for work; some suggestions in budget this year regarding compensating some roles. Can we be an organization that relies primarily on volunteer labor but also compensates? Are current compensation strategies (such as in-kind) consistent? How does this affect equity? Discussion can help us tease out some of the major labor costs of things like the conference: nuts and bolts kind of work, versus more conceptual work. Suggestion that perhaps the more innovative thinking work that requires expertise be volunteer, and on the ground, repetitive work might be contracted out for the sake of efficiency (Subpoint that there may be more information provided in requests for funds (e.g. Core) to help folks norm their requests/not feel at sea.)

Conference app (guidebook) adds another layer of labor for the Conference Committee but they are getting more support for this, this fall. Revisiting the history of volunteerism: do enough of us do the hard intellectual work to lead POD? Should we be buying out some of people's time? Defining need-based/equity is difficult. Are there big projects that committees are taking on (such as those that are external-facing) that would warrant contributions from a professional/paid person who has expertise in that task? Need to be careful of conflict of interest policies that institutions have; could be a barrier.

This discussion is a sign of a growing organization with healthy challenges. Was money/time a barrier to running for POD president? Time is #1 cited barrier. Thematic Summary (from Cassandra): How do we allocate the time for the big picture thinking that requires special expertise? Need to be careful about roles that are repetitive or may continue that might not require that expertise. Might there be kinds of projects that need temporary support? Could Core/Exec provide some guidance to committees and SIGs? Need-based support: can be a great access thing, but also a lack of clarity.

What would be the consequences are revisiting the bylaws? Timeline on changing bylaws: Core has the power to create an ad hoc to delve more deeply into policies; begin with inventory that Exec put together to figure out what the committee/SIG needs are, come back to Core with some recommendations and help develop bylaws phrasing. Some of the tasks envisioned for new staff positions are currently happening in committees that might be pulled out (thus mitigating their needed support). What was the original purpose of the volunteer bylaw? Best guess: conflict of interest, may not have been finances for it. Pattern of volunteering creates a culture of investment. Maybe some teams need to be bigger to do some of the work (like the conference team). Need more transparency regarding how people can volunteer or get recruited. Both/and: let's be a better volunteer organization,

and let's not overwhelm our volunteers with things we could hire professionals to do. This conversation pushes us to be more intentional in our thinking and decision making.

Creation of Ad Hoc for Roles, Support, and Compensation:

APPROVED (1s and two 2s)

Strategic Plan Implementation

Strategic Plan Ad Hoc created an "Implementation Matrix" with the three big strategic goals, identifying key players, who "owns" each, identifying the vision/end goal/what success looks like for POD, and what types of activities are going on right now.

Worksheet: *Strategic Planning Ad Hoc Exercise on Prioritizing the Work Ahead*

Report outs:

Group One

- II.1: Why: We need to be strategic; It is happening, but we need to be more strategic and proactive
- III.1: (multi-year financial): Being able to forecast will allow us to plan ahead better
- Being more intentional about pathways into the profession, although those paths vary widely

Group Two

- II.1/2: Our field is still rather young. We need to keep establishing the reputation of the field. Would help the members more directly by helping build stability for the field and their individual centers/work
- Building capacity of members and POD as an organization
- III.1: We are doing well financially, but we are rather reactive. Can we have forward-thinking be supported by forward-financing?
- Pathways forward/outward?

Group Three

- II.1/2: These are foundational to making the other things happen, in terms of making the org something worth being a part of
- Gabriele re II.1: Making sure we market partnerships well, both internally and externally.
- Pathways important, agreed.

Group Four

- II.1/2: II.1 is internal and a place to start, II.2 moves us outward
- "Momentum" and "institutionalize" are important concepts to figure out how we are making progress in certain areas (e.g., outreach/partnerships)

so that we can institutionalize those processes and build continuity, so it isn't the happenstance of who is doing that work now.

- I.1: Importance of making this a year-long organization; how to interact on an ongoing basis. In part is about the community aspect, that people can come together in other ways. Network.

Open Discussion: As we expand participation in POD (by institution types, etc.), the needs of our members might change or re-prioritize. How can we continue to take snapshots of our strategic needs of our members as our membership change? We need to stay agile. Define capacity building in multiple ways -- so that it both encompasses building our capacity through long-term financial planning and establishing new paid positions but also by building our capacity as a volunteer organization (e.g. leadership development, more transparency in how to participate, etc.). Evidence-based practice hasn't been mentioned yet. Why? It seems like evidence-based practice is subsumed into (or inherent in) our work in a lot of these other goals. Also think about evidence-based in the work we do organizationally--learn from other organizations about growth, outreach, membership benefits, etc.--as much as about evidence-based in our Educ Dev work. Any graphical way of showing the interconnections between the SGs? Maybe something that would show the foundational SGs? We will make sure that we more explicitly ask for people/committees to draw out our cross-cutting goals of Equity and Evidence-Based Practice. Make sure they are not lost or downplayed. Who are the people from neighbor disciplines/orgs that are coming to POD, but maybe not joining. How do we get them (IDs)

- Wrap up/shifting gears: What does the Strategic Plan ad hoc group need to do next? What will it look like if this work becomes infused in the Committees and SIGs and the ad hoc goes away?
 - Professional development (screencast) for the StratPlan about how to conceptualize how they can align with SP, along with some templates.
 - Leadership from Exec in tasking some Committees/SIGs in specific ways they can support the SGs we have prioritized
 - Do we need a Strat Planning person who shepherds/monitors the processes?
 - Shift from "ownership" to "leadership" concept
 - We need to connect to the Membership Committee's work on the next membership survey (Greg will connect with Jim regarding this).

Governance Committee Proposed GM Changes:

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GPPD: APPROVED (unanimously by vote)

GOVERNANCE COMMITTEE: APPROVED (unanimously by vote)

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Absent: Dorothe Bach

Anti-Harassment Policy

Discussion: Summary of requests leading to this update: clarification on roles, plus how do we respond? Additions: clarification -- who is leader vs. representative? Sequence of communication about steps to address an incident including annual reminder we're all held to it. Need to let subject be person who decides the reporting -- in light of the power differential. Where does it go when the report is made? Though Exec, unless an Exec member directly involved. Communication about what's being done is critical during these incidents: must notify subject committing act and notify recipient of act about what group has done. Final text would potentially go through another round with the attorney in the event we don't approve it or make substantial changes today. First paragraph is already in the GM, approved at last meeting. Victim's choice to report incident: sometimes person observing the hostility, it's an event for them, as well. Perhaps the witness might feel silenced because though they weren't the recipient, their experience isn't "counted" in this process. Important point. If a person feels strongly that they don't want it to be taken to Exec, we need to honor that. Re: witness bystander, what about harassment during a session? How do we handle it? Not directed at one person -- provide guidelines to facilitator? Or does this fall outside the scope of this policy? POD response to the report: Exec will explore. What about hearing from both parties and restorative justice? Helpful: 1) note that we may need to be trained on how to respond. As we cycle through Core membership, new folks may not know terms, how to respond, etc. 2) potentially include outside experts if necessary. Say how we would contact appropriate authorities, POD attorney, etc. Not just handled in house but would contact someone to help us as necessary. Seconding the training and officer comment: one enduring officer/point person (Exec Director?) may be worth looking into. Most of us have to do some kind of annual sexual harassment training at our home institutions, so that certification may count for this. Designated person is important for consistency -- training at a higher level. Procedural: coming out of this mtg: when as a group will we be ready to approve this, hopefully in place prior to conference. Will try to move it forward. Realistic to say we'll get it addressed over summer.

Executive Director Report (continued from Friday) | Employee Handbook

Completed except for benefits section. Will bring proposal to Core for next budget cycle. Not required by law to offer benefits to employee but consensus seems to be that we should have some plan. Used to have "insurance offset" line item when Exec Dir was contractor. Currently paying payroll taxes and social security.

Increase Admin Asst hourly pay to \$19.95/Hour (5% raise): APPROVED (all 1s)

Discussion: We should clarify merit-based raise scale. What justifies a greater-than-cost-of-living increase (2.8%)? We should have a clear scale/rubric in order to more clearly articulate and reward performance. Perhaps consult with HR professional. Put in employee handbook. As number of employees/contractors increases, do we need to consider co-locating workers?

Governance Manual proposed changes (continued from Friday):

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Special Funding Requests (from Surplus/Reserves)

Social Media / Communications Manager (\$100k for 2-year pilot): APPROVED (ALL 1's)

Discussion: This conversation goes a while back, and the discussion has shifted -- related to our roles, support, compensation work. It's also cross-cutting. How much would the person need to know about the organization?

Should the person be a POD member? Outside person? Should we use a search firm? Not competing with the other position, but not necessarily asking for both -- adding other communications strands to the proposed role. Data shows a gap between what we're doing and already provide, and what people know we're doing and provide -- need for internal communications as well. Similar skill-set, so it seems one person could do both. Though this is posed as a pilot, we may want to think about the long-term possibilities and what kind of salary is appropriate with that in mind.

Convert Complete TIA backfile (\$10K): APPROVED (ALL 1's)

Discussion of Committee/SIG questions brought to Core:

Policy regarding event site selection and state-to-state travel restrictions due to discriminatory laws (see PDC report).

Discussion: policy is not just about funding but aligns with the policy and core principles of POD; people, for example, get impacted as a result of gendered bathrooms. Current issue with travel to North Carolina and 2019 INED. Must figure out the best way to track states (Achieving the Dream can help because they track states and travel bans; this makes a case for not signing multiple year contracts (also immigration issues) because of ever-shifting landscape of issues

and implications; add clause in a contract re: travel ban, we can pull out? like we do with hotel workers' rights and striking; clarify "travel ban". Executive Committee will continue to work on this.

Conference committee asks for Core to consider hiring a consistent "conference assistant" (see Conference report).

Discussion: Already moving in that direction with increased data conversion support; need to clarify how this can be expanded and what else can be farmed out. There is a significant investment of conference team labor to enforce quality control so there can be a point of diminishing return. This is distinct from, for example, having a grad student on hand at the conference for additional support. Depending on how difficult it is to onboard someone, we may want to aim for a longer commitment than a single year/cycle. We can look to other organizations to learn how they structure their conference support to consistently provide professional experience to attendees. Will continue to explore (Exec Director & conference team).

Making more time in the conference schedule for groups to meet (see DC, Conf, & Conf Fees ad-hoc reports).

Discussion: Idea is that morning meeting times are still for committees/SIGs to meet, lunch block could be used for other purposes. Exec needs to figure out format and time for annual members meeting (separate issue). How will people feel if they see that lunch is eliminated on Saturday and yet they are still paying the same registration fee (*and* we're running a surplus)? Can we lower the registration fee, even if symbolically? Would emphasize that breakfasts and hors d'oeuvres were improved or provide boxed lunches for committees and SIGs to meet the food/beverage minimum required by the hotel? Need to make sure that groups that meet during that time can have access to lunches that aren't cost-prohibitive. Note that our conference is still relatively low-cost for what it provides. ELL: BrainDates model (like technologically enhanced BoF meetings), really fosters networking. Consistent conference feedback that people want more time to network when there's nothing else going on; can connect to buddy program.

Conference Fees Ad Hoc

Discussion: Fundraising to support more travel fellowships--perhaps a pop-up when you renew membership/register for conference? Promote those who have made donations in the past? How to make it easy? GM says that we cannot accept designated gifts; may be time for a revision to allow this kind of strategy. Promote room-sharing even more: could add into registration a field to make easier; can we bring this to the attention of those who are willing to SHARE their funded room, not just to those who *need* to share? Are there bigger questions: should we have a sliding scale fee? Should we have a need-based fund (look at NWSA for model)? Are there target populations that could automatically have reduced fees (grad students, adjuncts)? Take a UDL approach by reducing barriers. Could provide a "how to do the conference cheap" guide. Could also provide a one-page quick

facts/snapshot that makes the case for conference that can be given to institutions as argument for funding. Support from Core for recommended and possible changes; bigger conversation need to continue (could be Membership Committee? Gabriele will ask if they are interested in taking a leadership role); there is fundraising subcommittee in Finance that can contribute as well. Could finance model some sliding scale/reduced fee kinds of things?

Committee/SIG Chairs Meeting

Discussion: More time for chairs to talk to each other requested by DC.

Also helpful to have leadership teams or at least past-chair and new chair together.

Chairs who are unable to attend the conference should have an option for joining electronically (think about in AV request already discussed).

Core representatives and presidential liaisons transitions

Committee/SIGs requiring additional Core members & Ad-hocs requiring Core members

EPOC (Christine & Carl, Core members)

Governance (Robin, Core member)

Awards (Steve, Core rep)

Grants (Chad, Core rep)

Scholarship (Toni, Core rep)

GPPD SIG (Laura, Core rep)

Healthcare Ed SIG (Sandra, Core rep)

STEM SIG (Lynn, Core rep)

PEP ad hoc (Gabriele, Carl, Core members)

Roles, Support, Compensation ad hoc (Steve, Greg, Hoag)

Concluding reflection

Presidential transition

Fall Core Meeting information

Meeting Adjourned

PARKING LOT ITEMS

—Other needs-based support/fellowships for conference?

—Career-entry: how to devote funds here beyond registration and/or expand (for example) to allow the first fifty grad students pay just \$50 as policy.

—Update travel funding in budget to show actual expenditures.

- Explore "Brain Dates" at conference
- Continue conference cost work (Membership & Finance Committees)

APPENDIX: POD Network Levels of Consensus Scale

1= I can say an unqualified "yes" to the decision. I am satisfied with the decision as an expression of the wisdom of the group.

2=I find the decision perfectly acceptable.

3=I can live with the decision. I'm not especially enthusiastic about it.

4=I do not fully agree with the decision and need to register my view about why. However, I do not choose to block the decision. I am willing to support the decision because I trust the wisdom of the Core.

5=I do not agree or disagree with the decision but need more time to think or discuss the issue.

6=I do not agree with the decision and feel the need to stand in the way of this decision being accepted.

7-I feel that the Core has no clear sense of unity in the group decision. We need to do more work before consensus can be reached