



**Spring 2020 Core Committee Minutes  
June 11-12, 2020 -1:00-5:00 PM Eastern  
(Via Zoom due to COVID-19 pandemic)**

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**

**THURSDAY, June 11, 2020**

E-minutes (summary of actions taken by Core and/or Exec since November 2019) as reflected in the Spring 2020 Core Meeting Dropbox folder -- APPROVED (1s and 2s)

Annual Increase of the Administrative Assistant's salary as proposed by the Executive Committee (\$319 = 1.6% COLA raise) -- APPROVED

Fund the Executive Director's benefits package at an additional cost of \$2,325 as recommended by the Executive Committee in response to a 2019 Spring Core Committee request -- APPROVED (1s and 2s)

Compensation approach as recommended by the Roles, Support, and Compensation Ad hoc Committee -- APPROVED (1s and 2s)

Needs-based compensation process and form documents as recommended by the Roles, Support, and Compensation Ad hoc Committee -- APPROVED (1s and 2s)

Support of the process to implement the roles and compensation practices -- APPROVED (1s and 2s)

New addition to POD's in-kind compensation practices as it relates to the conference fees for the TIA editor -- APPROVED (1s, 2s, and 3s) NOTE: budget request was withdrawn at the Core meeting.

New additions to POD's in-kind compensation practices as it relates to the needs-based conference fees for the committee/SIG chairs, the Pre-Conference Getting Started Workshop facilitators, and TIA Associate Editors-- APPROVED (1s, 2s, and 3s) NOTE: budget request was withdrawn at the Core meeting.

Finance Committee's recommendation to NOT FUND the Conference Committee's request to purchase gift-cards for conference session coordinators for FY2020-2021 -- APPROVED (1s, 2s, and 3s)

Draft language for the Governance Manual for a new Strategic Plan standing operational committee -- APPROVED (1s, 2s)

### **FRIDAY, June 12, 2020**

Finance Committee's recommendation to FUND the Conference Committee's budget request for administrative/technical assistance for the 2020 conference (\$2,500) -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation to NOT FUND the Diversity Committee's requests related to the 2020 POD conference for 1): Wulff Fellowship Program, 2) Diversity Committee Dinner, and 3) operational costs -- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the Diversity Committee's request for the Mentorship Fellows program -- APPROVED (1s, 2s)

Commit to a second call for budget items this year, timing to be determined -- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the Membership Committee's budget request for Amazon gift cards for the EngagePOD activity -- APPROVED (1s, 2s, and 3s)

External Partnerships and Outreach Committee's revisions to the Governance Manual -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation NOT FUND the Professional Development Committee's budget requests for 1) publicity materials, 2) Getting Started materials and shipping, and 3) need-based grants for the AAC&U conference -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation to FUND the Professional Development Committee's budget request to fund the INED loan -- APPROVED (1s, 2s, and 3s)

Revisions for the Governance Manual as it relates to the Scholarship Committee- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the Scholarship Committee's budget request for printing of resource fair materials -- APPROVED (1s, 2s)

Finance Committee's recommendation to FUND the Scholarship Committee's budget request for publishing of TIA in FY 2020-2021 -- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the Awards Committee's budget request for each of the four awards for FY 2020-2021 (Spirit of POD, Innovation, Menges, Stanley) -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation to NOT FUND the Grants Committee's budget request for grants -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation to NOT FUND the Adjunct/Part-time Faculty SIG's budget request for 1) promotional items and 2) travel fellowships -- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the GPPD SIG's budget request for 1) networking lunch, 2) career development grants -- APPROVED (1s, 2s, and 3s)

Revisions for the Governance Manual as it relates to the the Small Colleges SIG -- APPROVED (1s, 2s)

#### Votes Taken Via Email after the Core Meeting:

Finance Committee's recommendation for FY 2020-2021 budget as presented at the Spring 2020 Core meeting -- APPROVED by majority vote via email (confirmed by President Donna Ellis on June 19, 2020 by email to the Executive Director)

Governance Manual changes as proposed by the Governance Committee at the Spring 2020 Core meeting -- APPROVED by majority vote via email (confirmed by President Donna Ellis on June 25, 2020, by email to the Executive Director)

#### **MINUTES - THURSDAY June 11, 2020**

Present: Isis Artze-Vega, Riley Caldwell-O'Keefe, Lynn Eaton, Donna Ellis (President), Fran Glazer (President-Elect), Steve Hansen, Chad Hershock, Hoag Holmgren (Executive Director), Katie Kearns, Angela Linse (Past President), Robin Pappas, Laura Pipe, Chris Price, Christine Rener, Kristi Rudenga, Sandra Sgoutas-Emch, Greg Siering (Co-Chair of Finance Committee), Carol Subiño-Sullivan, Toni Weiss (Co-Chair of Finance Committee)

**Welcome and Centering Exercise**  
**Introductions/Ice-Breaker**  
**Process & Norms**

**Administrative Committee Reports**

**Finance Committee**

*Discussion: FY 2020-21 Proposed Budget: Greg Siering (co-chair of Finance Committee) explained the Exec Committee's approach in developing the FY20-21 budget since there will be no face-to-face POD conference in November. One unknown at the time of the Core meeting is the penalty we will incur by canceling the event at the Hyatt Regency in Seattle. Hoag and POD's attorney are negotiating with the hotel and hope to know the outcome soon. We can't publicly announce a virtual conference until the contract is resolved.*

*The vote on the final budget will be made after the Core meeting. The Finance Committee projected a conservative number for membership revenue. It is based on attendees who were not first-time attendees, assuming that they have a connection with POD beyond the conference and are more likely to renew their memberships. Then the FC took a percentage of that number, in recognition of pending budget cuts. We are developing a membership-renewal campaign to help maximize renewals.*

*The proposed bare-bones budget shows a deficit.*

*POD has sufficient funds in its financial reserves to cover this deficit, but will not be able to continue to do so in subsequent years. The aim is not to pull funds from investments for operating expenses. After decisions are made about conference fees, revenue, and expenses, another proposed budget might be presented to Core. If the virtual conference is likely to generate sufficient funds to cover the deficit, a new call for budget requests might be sent to Committee/SIG chairs.*

Results of Email Vote Subsequent to the Core Meeting: Finance Committee's recommendation for final FY 2020-2021 budget as presented at the Spring 2020 Core meeting -- Approved -- confirmed by President Donna Ellis on June 19, 2020, by email to the Executive Director

**Executive Director Report**

*Discussion: Several comments we made regarding the conference: Avoid replicating face-to-face conference; consider accessibility and equity; consider engaging the Mindfulness & Contemplative Pedagogy SIG to help attendees be present and mindful; offer check-in opportunities to allow engagement and interaction; include POD Core in conference decision-making; accommodate the variety of roles that we represent; reimburse presenters on needs basis; hope that pre-conference workshops will also be offered as another revenue stream; possible use of expressive arts and*

*sharing opportunities. Perhaps work with PDC to offer some of the proposals throughout the year. Virtual poster session -- maybe offer Zoom meetings to share. Let people know of plans of further offerings over the year when proposers are notified of the action on their proposals.*

E-minutes (summary of actions taken by Core and/or Exec since November 2019) as reflected in the Spring 2020 Core Meeting Dropbox folder -- APPROVED (1s and 2s)

Annual Increase of the Administrative Assistant's salary as proposed by the Executive Committee (\$319 = 1.6% COLA raise) -- APPROVED (1s, 2s, and 3) During this vote, the Administrative Assistant left the meeting.

### **Administrative Committee Reports (cont'd)**

#### **Executive Committee**

*Discussion: In response to a request at the Spring 2019 Core meeting, Exec investigated benefits for the Executive Director. In 2012, his compensation was increased by a one-time amount of \$9,000 to assist with health benefit premiums and expenses since POD was not eligible to provide group insurance with just eligible expenses. The Executive Committee recommends that the \$9,000 be pulled out of the salary and placed into a "health reimbursement arrangement" program for his and his family's health expenses. The maximum amount allowed by federal law is \$10,600, and Exec recommends matching that amount. All reimbursements are tax-free to the employee and POD. POD will incur administrative fees for an outside organization to manage the plan. The total additional expense for FY21 is \$2,325.*

FUND the Executive Director's benefits package at an additional cost of \$2,325 as recommended by the Executive Committee -- APPROVED (1s and 2s)

#### **Governance Committee**

*Discussion: Proposed changes are included in each Committee/SIG report; consensus votes will be taken as each report is reviewed. An formal Yes/No vote was taken after the Core Meeting*

Governance Manual changes as proposed by the Governance Committee at the Spring 2020 Core meeting -- APPROVED by majority vote via email and confirmed by President Donna Ellis on June 25, 2020, by email to the Executive Director

### **Ad hoc Committee Reports**

#### **Roles, Support, and Compensation:**

*The Roles, Support, and Compensation ad hoc committee was formed to review POD's compensation practices for various roles and create a centralized approach and documentation*

*to support ongoing consistent practice that expands POD's commitment to equitable pathways into and support for leadership roles.*

Compensation approach as recommended by the Roles, Support, and Compensation Ad hoc Committee -- APPROVED (1s and 2s)

Needs-based compensation process and form documents as recommended by the Roles, Support, and Compensation Ad hoc Committee -- APPROVED (1s and 2s)

Support of the process to implement the roles and compensation practices -- APPROVED (1s and 2s)

*Implementation: These documents will be retained in a Core Committee folder, added to the Committee/SIG Chair Handbook, and shared on the Committee and SIG web pages. The Executive Director will also share with the various volunteers eligible for compensation. The addition of new roles and/or changes to these compensation practices may be requested by related committees or SIGs. The budget requests submitted were withdrawn by Donna Ellis, ad hoc chair, at the Core meeting, but votes were requested to approve -- in principle -- the following changes to compensation practices:*

New addition to POD's in-kind compensation practices as it relates to payment of conference fees for the TIA editor -- APPROVED (1s, 2s, and 3s)

New additions to POD's in-kind compensation practices as it relates to the needs-based conference fees for the committee/SIG chairs, the Pre-Conference Getting Started Workshop facilitators, and TIA Associate Editors -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation to NOT FUND the Conference Committee's request to purchase gift-cards for conference session coordinators for FY21 -- APPROVED (1s, 2s, and 3s)

*Discussion: The Finance Committee should review the needs-based compensation annually (at a minimum) to monitor actual uptake and recommend any revisions to the Practices document as needed.*

## **Strategic Plan Implementation**

*Background: The Strategic Plan Implementation ad hoc committee was formed to develop approaches for implementing POD's current strategic plan, including assessment of our progress on the plan. At the Fall Core Meeting, Core members approved a new standing committee. The SPI ad hoc drafted language for the Governance Manual.*

*Discussion: Professional Development around strategic planning and assessment is needed for our members, so this committee could also possibly assist by offering professional development opportunities in strategic planning and assessment for those who are in leadership now, e.g., committee and SIG leaders and/or those who are interested.*

Draft language for the Governance Manual for a new Strategic Plan standing operational committee -- APPROVED (1s, 2s)

## **Proposal Review Process**

*The purpose of the Proposal Review Process ad hoc committee was to recommend changes to the conference proposal review process in order to identify reviews that contain diversity, equity, and inclusion (DEI) biases. This ad hoc committee recommended hiring DEI consultant(s) for the proposal review process and provided a detailed budget recommendation and identified expertise needed.*

*In FY20, an off-cycle budget request for \$3,759 was approved. However, no expenses were paid so these funds will be carried forward into the FY21 budget. In addition, another off-cycle budget request may be recommended for continuing DEI consultant work as it pertains to the conference. No action from Core is required at this time.*

*Discussion: The ad hoc committee will continue until work in this area is complete or until Core assigns it to another group. The DEI reviewers will provide a report which should include next steps and which should be communicated to the membership, as well as the process used. We also need to assess the process and outcome.*

## **Wrap-up and Preview for Day 2**

President Ellis reminded Core members about the DEI commitments Core made as outlined in the [Apology letter](#) sent to the POD membership earlier this year. Angela provided a summary of progress to date. A portion of tomorrow's agenda will be devoted to DEI-related discussions. This agenda item was moved from the end of the Day 2 session to the beginning of the agenda.

## **MINUTES - FRIDAY June 12, 2020**

Present: Isis Artze-Vega, Riley Caldwell-O'Keefe, Lynn Eaton, Donna Ellis (President), Fran Glazer (President-Elect), Steve Hansen, Chad Hershock, Hoag Holmgren (Executive Director), Katie Kearns, Angela Linse (Past President), Robin Pappas, Laura Pipe, Chris Price, Christine Renner, Kristi Rudenga, Sandra Sgoutas-Emch, Greg Siering (Co-Chair of Finance Committee), Carol Subiño-Sullivan, Toni Weiss (Co-Chair of Finance Committee)

After a welcome by President Ellis, a question was raised about the coded responses to the “Sense of belonging” question on the POD Conference survey. Specifically, what was the process and methodology? Cassandra provided a summary of all DEI-related conference feedback, then Donna coded all responses for the one “sense of belonging” question, using an inductive, open-coding approach. High-level takeaways included some attendees had a sense of belonging, some did not, and some thought others did not have a sense of belonging while they themselves did have a sense of belonging. Coding of conference feedback is likely to continue.

*Hoag facilitated a process for discussing the DEI commitments on which we should focus for the future, including low/no cost options, to support ongoing progress as it relates to the [Apology Letter](#) and commitments made by Core. Breakout Groups: Generate some fresh ideas about moving forward; find ways to make movement on stalled ideas; and identify who is in the best position to move forward. Be bold; Core is empowered to rewrite the Governance Manual. Speak freely and openly.*

*Ideas were recorded on the DEI activity form and a priority vote was taken. Subsequently, Core members completed the Sign Up for Committees, Ad Hocs, Working/Advisory Groups to work on the first set of priorities. The remaining items may be considered at a later date.*

### **Operational Committee Reports** **Conference Committee**

*Discussion: Hoag shared some preliminary plans for the virtual conference and a draft “schedule at a glance”. Some offerings will be synchronous while others will be asynchronous, like the poster sessions and possibly the research sessions. Proceedings may be published. He also shared the possibility of expanding the conference with “professional development” opportunities by “accepting” some of the conference proposals for these events throughout the year. Due to the existing contract with the hotel, the registration fees have not yet been determined. Proposals are being reviewed with a DEI lens and the reviewers will provide a report to the Conference Committee, which will be shared with Core.*

*The Conference Committee is requesting \$2,500 for on-site tech support of a remote platform, if needed.*

Core Member comments include:

*In notifying acceptance/rejection of proposals, share the upcoming opportunities for year-long or mini-conference webinars for professional development. Consider using POD’s YouTube channel and POD Speaks. If portions of sessions use “flipped” design, perhaps they could be shorter and more could be offered. Reinforce the idea of an ad hoc to help the conference team this year. This is already on the list of DEI initiatives. Hoag will verify that the Monday.com app stores historical information.*



Finance Committee's recommendation to FUND the Conference Committee's budget request for administrative/technical assistance for the 2020 conference (\$2,500) -- APPROVED (1s, 2s, and 3s)

### **Diversity Committee**

*Isis, as Core rep, rescinds the budget requests related to the conference-related events. Not all of the "mentoring" proposal is related to the conference. She asks that we please reconsider this in the event of an mid-year/off-cycle budget request. DC can revise the request eliminating the "conference" expenses. We have had only one year of this program so we don't have assessment data yet. We will be gathering this information through the year. Another priority would be the DEI-focused role for Exec, perhaps more so than the mentoring program. The Diversity Committee would like to evaluate the priorities and make recommendations if off-cycle budget requests will be accepted mid-year. The mentor program is a two-year program; conference travel may be needed next year.*

*Which group should have put forth the request for moving forward with the DEI-focused role for Exec? Could Core make this a priority? Core is committed to hiring a consultant to assist with determining this new role, including developing the "responsibilities & duties" of this position -- whether as a contract, employee, or volunteer. When we are more sure of our financial position, can we put out a new call for off-cycle budget requests and prioritize them? Be clear in communication with chairs about our financial position, the plan for off-cycle budget requests, and the priority of using a DEI lens in our approval process. Maybe proposals could be for the "short-term".*

Commit to a second call for budget items this year, timing to be determined -- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the budget requests -- APPROVED (1s, 2s)

### **Membership Committee**

*Discussion around the membership survey; not clear on focus; demographics only? Or a needs survey? About strategic plan goals? Membership Committee (MC) is rethinking what the survey could provide. MC would appreciate some direction from Core. Be careful that it doesn't expand beyond usefulness. DEI focus - sense of belonging. Maybe the input into the SP will help us identify what we need to know from members. We might consider shorter and more focused surveys. Perhaps remove the requirement of a survey every 5 years. MC is happy to be involved in the discussion.*

*Parking lot -- take the responsibility for member surveys off of MC; think more about these in a strategic way.*

Finance Committee's recommendation to NOT FUND the Membership Committee's budget request for Amazon gift cards for the EngagePOD activity -- APPROVED (1s, 2s, and 3s)

### **Digital Resources and Innovation Committee**

*Discussion: Concern about lack of members on the committee to do the necessary and requested work. This seems to be a concern for several committees. Much recruiting happens during the conference; not sure how recruiting can happen this year. Request to evaluate project management software. Would like help in narrowing down the possibilities of software and to commit to pilot one or two, hopefully for no charge. Perhaps there is a place for an ad hoc role for evaluating software and not making it a responsibility of the committee as a whole.*

Budget requests were withdrawn at the Core meeting; no vote was necessary.

### **External Partnerships and Outreach Committee**

*Approval of the two MOUs was pulled from the agenda because we need more information about the discussions with the Professional Development Committee about how to support implementation of the agreements as drafted. They will be presented to Core soon. The recommended proposal for GM changes formalizes practices that have been in place for a while.*

*Parking Lot: Given that multiple committees/SIGS struggle with membership and capacity, perhaps we need more conversations about the Core reps role with mentoring committee/SIG chairs and other leaders. (Katie Kearns has experience with this type of work.)*

External Partnerships and Outreach Committee's revisions to the Governance Manual -- APPROVED (1s, 2s, and 3s)

### **Professional Development Committee**

*Discussion: The PDC liaison indicated that the Faculty Guild MOU is on hold for now. The committee is asking for an online registration system for POD webinars and events and would like to explore options. The PDC offered to assist in determining how the pre-conference Getting Started workshop can happen during the virtual conference. Regarding INED, Hoag will verify the status of the loan to the institution and, if made, determine if it can be applied to the 2021 workshop.*

Finance Committee's recommendation to NOT FUND the Professional Development Committee's budget requests for 1) publicity materials, 2) Getting Started materials and shipping, and 3) need-based grants for the AAC&U conference -- APPROVED (1s, 2s, and 3s)

Finance Committee's recommendation to FUND the INED loan -- APPROVED (1s, 2s, and 3s)

### **Scholarship Committee**

*Discussion: The conversion of the TIA to University of Michigan press has been delayed for several reasons; Hoag will follow up with the committee in an effort to identify a reachable target completion date.*

Revisions for the Governance Manual as it relates to the Scholarship Committee- APPROVED (1s, 2s)

Finance Committee's recommendation to NOT FUND the Scholarship Committee's budget request for printing of resource fair materials -- APPROVED (1s, 2s)

Finance Committee's recommendation to FUND the Scholarship Committee's budget request for publishing of TIA in FY 2020-2021 -- APPROVED (1s, 2s)

### **Awards Committee**

*Discussion: The Awards Committee is in dialogue with the Conference Team to determine how the "awards" process will work with the virtual conference. The AC is also reflecting on how the awards relate to the various stages of career development and diversity, as well as how best to publicize the granting of the awards by collaborating with our Digital Media and Communications Manager. A suggestion was made that we look at the criteria for the awards with a DEI lens, especially with the Spirit of POD award.*

Finance Committee's recommendation to NOT FUND the Awards Committee's budget request for each of the four awards for FY 2020-2021 (Spirit of POD, Innovation, Menges, Stanley) APPROVED (1s, 2s, and 3s)

### **Grants Committee**

*Discussion: The Grants Committee has been without a chair for several weeks. Recruitment is difficult for this and other committees. This will be a topic of the upcoming committee/SIG chairs meeting. Be clear that if we deny funding it's because of our financial position and the denial does not reflect the value we place on the grants. The charge for Scholarships and Grants*

*committees are similar. Should Core and/or the committees look at the charges again in light of lack of volunteers in general? Comment for reflection: How does the budget reflect POD's priorities?*

Finance Committee's recommendation to NOT FUND the Grants Committee's budget request for grants -- APPROVED (1s, 2s, and 3s)

### **Special Interest Group (SIG) Reports**

#### **Adjunct/Part-time Faculty SIG**

*Discussion: None*

Finance Committee's recommendation to NOT FUND the Adjunct/Part-time Faculty SIG's budget request for 1) promotional items and 2) travel fellowships -- APPROVED (1s, 2s)

#### **Graduate Student, Professional Student, & Postdoctoral Scholar Development (GPPD) SIG**

*Discussion: The SIG is considering a possible reduction of conference fees to all graduate students and postdocs, even for a virtual conference. If this is eventually proposed and approved, Core should work with the SIG to formalize the process. If we reduce the conference fees for GPPD award recipients, should we also do so for Wulff Fellowship and the Adjunct/Part-time Faculty grants as well? Would lowering the cost for all graduate students and postdocs lessen the value of the GPPD awards? We need to be intentional about what impact a reduction, if any, would have on revenue. At this time, GPPD is not recommending a change in conference fees for all students and postdocs.*

Finance Committee's recommendation to NOT FUND the GPPD SIG's budget request for 1) networking lunch, 2) career development grants -- APPROVED (1s, 2s, and 3s)

#### **Small Colleges SIG**

Revisions for the Governance Manual as it relates to the the Small Colleges SIG -- APPROVED (1s, 2s)

Note: No requests for Core consideration or funding were submitted by the following SIGs:

- Healthcare Educational Developers
- Learning Analytics Community
- Mindfulness and Contemplative Pedagogy
- Scholarship of Teaching and Learning

- Science, Technology, Engineering, and Math
- Teaching with Technology

Votes Taken Via Email after the Core Meeting:

Finance Committee’s recommendation for FY 2020-2021 budget as presented at the Spring 2020 Core meeting -- APPROVED by majority vote via email and confirmed by President Donna Ellis on June 19, 2020, by email to the Executive Director

Governance Manual changes as proposed by the Governance Committee at the Spring 2020 Core meeting -- APPROVED by majority vote via email and confirmed by President Donna Ellis on June 25, 2020, by email to the Executive Director

**Approved by Executive Committee on September 2, 2020**

**Approved by Core Committee on September 8, 2020**

Parking Lot Items:

1. Membership Survey - take the responsibility off of MC; think more about this in a strategic way.
2. Consider how membership on committee/SIGs can be increased; could a “buddy system” harness enthusiasm about the work of POD
3. Given that multiple committees/SIGS struggle with membership and capacity, perhaps we need more conversations about the Core reps role with mentoring committee/SIG chairs and other leaders. (Katie Kearns has experience with this type of work.)
4. Core’s responsibilities in regards to communicating reasons for not funding many requests -- what is it, what do we say, and how will we do that?
5. Plan for soliciting donations via the Gifting Subcommittee of the Finance Committee
6. Communicate to Members about the Core Committee and budget actions taken -- need to clearly state the reasons for the votes taken.
7. The charge for Scholarships and Grants committees are similar. Should Core and/or the committees look at the charges again in light of lack of volunteers in general?
8. Perhaps review the Committee/SIG chairs section of the GM in light of equity of Core support and resources.

**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