



Spring 2021 Core Committee Minutes June 7 and June 10, 2021 (Via Zoom)

Approved by Core September 9, 2021

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 such as financial requests 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:

Monday, June 7, 2021

Support the ad hoc's recommendation to work with Think Again as the DEI Consultant for an organizational assessment - APPROVED (1s, 2s, and 3)

Support the request for \$45,000 for Think Again - APPROVED (1s, 2s, and 3)

Support the request for \$15,000 for a project manager to support the DEI consultant - APPROVED (1s, 2s, and 3)

Support recommendations 1, 2, 4, and 5 from the Member Surveys ad hoc - APPROVED (1s, 2s, and 3)

Support postponing any survey work until advised by the DEI consultant - APPROVED - (1s and 2s)

Approve the e-minutes as presented - APPROVED unanimously

Support the recommended salary increase of \$608 for the Administrative Assistant -- APPROVED (1s, 2s)

Support the recommended contract extension for 2 years for the Digital Marketing & Communications Manager - APPROVED (1s, 2s, and 3)

Support the recommended contract salary increase of \$1,740 for the Digital Marketing & Communications Manager - APPROVED (1s, 2s, and 3)

Support the creation of a data governance ad hoc committee as outlined in the proposed charge 8/6/4 - APPROVED (1s, 2s, and 3)

Support the creation of an affinity groups ad hoc committee as outlined in the proposed charge - APPROVED (1s, 2s, 3s, and 4)

Support the request for \$6,600 for Wulff Diversity Travel Fellowships - APPROVED (1s, 2s, and 3)

Support the request for \$24,000 for the Collaborative Diversity, Equity, and Inclusion Mentorship Fellows Program - APPROVED (1s, 2s, and 3) NOTE: Diversity Committee budget requests were not all discussed on June 7. This vote was reversed on June 10, 2021. Between June 7 and 10, the Presidential liaison, on behalf of Core, consulted with the Diversity Committee co-chairs to seek clarity about their priorities for their multiple budget requests and options for amending them.

Thursday, June 10, 2021

AMENDED VOTE: Support the revised request for \$12,000 for the Collaborative Diversity, Equity, and Inclusion Mentorship Fellows Program - APPROVED (1s, 2s, 3s and 4)

Support Diversity Committee's request for \$25,000 for DEI Mini-grants - NOT APPROVED (1s, 2s, 3s, 4, and 6)

AMENDED VOTE: Support \$10,000 for DEI Mini-grants - APPROVED (1s, 2s, 3s, and 4)

Support the request for \$14,000 for POD research grants - APPROVED (1s, 2s, and 3s)

Support the request for \$9,300 for TIA expenses - NOT APPROVED (2s, 3s, and 6s)

AMENDED VOTE: Support the request for \$7,700 for TIA expenses - APPROVED (2s, 3s)

Support the recommended salary increase of \$2,560 for the Executive Director - APPROVED (1s, 2s)

Support the recommended increase of \$1,239 to the Executive Director's health benefits - APPROVED (1s, 2s)

Support the request for \$10,000 to have an in-person Core meeting in Spring 2022 - APPROVED (1s, 2s, 3s, and 4s)

Support the Continuing budget requests for \$20,950 as presented in the proposed budget - APPROVED (1s, 2s, and 4s)

Support the requested amounts for conference/membership fees from the DC, GPPD, Adjunct and Part-time Faculty, and STEM (value of \$16,875) - APPROVED (1s and 2s)

Approve the FY 2021/2022 budget as updated - APPROVED (unanimous)

Revisions to the Governance Manual

All recommendations presented by the Governance Committee for revisions to the Governance Manual were approved (see votes and results on pages 8-11)

MINUTES, MONDAY, JUNE 7, 2021 MEETING

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), Laura Pipe, Chris Price, Christine Rener, Kristi Rudenga, Greg Siering, Sandra Sgoutas-Emch, Carol Subino-Sullivan, Toni Weiss (Chair of Finance Committee)

Incoming Core Members: Preston Cumming, Carol Hurney (incoming President-Elect), Mays Imad, Danny Mann, Michael Reder, Kem Saichaie

Welcome and Centering Exercise (Donna & Hoag)

Ice-Breaker (Carol H)

Overview of processes/ground rules (Donna)

Notetaker: Kem, Carol H

Timekeeper: Steve and Toni

Budget Overview

Prior to the meeting, the chair of the Finance Committee (Toni Weiss) provided an [overview video](#) to inform the Core Committee members about the proposed budget.

The Executive Committee, with the support of the Finance Committee, presented a deficit budget of almost \$40K. President Ellis provided a summary: Revenue reflects conservative numbers; expenses more liberal figures. Members were urged to consider the “sustainability” of each item since committees/SIGs can think approved requests will just become ongoing, and to remember that Core can amend proposed budget requests or reject them.

Toni pointed out that conference revenue for the 2020 virtual conference resulted in a higher percent of net income than in-person conferences since expenses for a virtual conference are a fraction of that for a live conference. However, member willingness to participate in a second virtual conference is unclear.

Each budget request was presented for a consensus vote during the meeting to enable discussion of and revotes on any adjustments if not approved as requested before the majority vote on the final budget. There was concern expressed by multiple Core members about approving a deficit budget; this concern continued to be expressed on Day 2 of the meeting. POD has no rule to forbid passing a deficit budget, but members were reminded that POD’s finances cannot withstand multiple deficit budgets.

Budget Requests presented by the Executive Committee, on recommendation of the DEI Consultant Ad Hoc Committee

- Support the ad hoc’s recommendation to work with Think Again as the DEI Consultant for an organizational assessment - APPROVED (1s, 2s, and 3)
- Support the request for \$45,000 for Think Again - APPROVED (1s, 2s, and 3)
- Support the request for \$15,000 for a project manager to support the DEI consultant - APPROVED (1s, 2s, and 3)

DEI Initiatives

Report from Committee/SIG Leadership Development and Support Ad Hoc Committee

Core member and lead for the ad hoc, Katie Kearns shared the following:

- 1) We want to make sure the DEI consultant considers the role of committees/SIGs in POD’s DEI efforts, in particular, the ways in which members feel belonging in them and are interested in, know how to, and are able to pursue leadership opportunities through committees and SIGs. We note the first bullet in the

Diversity and Inclusion strategic priority (emphasis added): “Diversity and inclusion within the POD Network, as displayed via the organization’s leadership, event themes and coverage, membership, and publications and other outputs.”

- 2) We note that there are several structures within POD that influence the professional development of committee/SIG chairs into their roles and with specific focus on DEI, including Governance Committee (updates and regular review), Strategic Plan Committee (regular reports to Core of activities and budget requests), and the twice-a-year chairs meeting. We recommend that people leading these efforts deliberately coordinate and plan their efforts to support the activities of committees and SIGs and their chairs around: institutional longevity, leadership preparation, and member belonging.
- 3) The group also created a survey for committee/SIG chairs to identify their needs for leadership development and requested feedback from Core before it is distributed to the chairs.

Report from Member Surveys Ad hoc Committee

This ad hoc committee was led by Sandra Sgoutas-Emch. She shared the following recommendations from the group:

- 1) Retire current/past version of the membership survey. This recommendation is based on consultation with Membership and Scholarship Committees and determined that the needs of members and the organization have evolved, and the current survey has too many purposes.
- 2) Replace the single, all-purpose survey administered every 5 years with a rotation of shorter, targeted surveys every third year.
- 3) Proposed survey foci and process:
 - a) A special task force should develop a new membership survey aligned with current needs and the strategic plan
 - b) Climate/Demographic/Engagement that are externally/professionally created and administration for confidentiality purposes
 - c) Third survey could be open for other needs or committees pertaining to POD Network needs
- 4) Recommend against using surveys as the sole measure of success for DEI efforts.
- 5) Recommend development of a POD Network database to house data that can be used for comparison purposes - a database that could be used for research purposes as well.
- 6) Development of an Ad hoc committee for data analysis and reporting out data - limited time commitment every three years.

- a) Develop a plan for data dissemination to members and committees (intersect with POD Communication Plan)
- b) Collect and report annually data from membership applications/renewals
- c) Update data variables regularly to ensure they are appropriate and inclusive

Consensus Votes:

Support recommendations 1, 2, 4, and 5 from the Member Surveys ad hoc - APPROVED (1s, 2s, and 3s)

Support postponing any survey work until advised by the DEI consultant - APPROVED - (1s and 2s)

Recommendations 3 and 6 will be shared with the DEI consultant for consideration

Report from DEI Conference Reviewer Training Ad Hoc Committee

Steve Hansen and Carol Subino Sullivan led this committee. They reported that the training is complete. The next step is to assess the training and recommend next steps.

Executive Director Report

Hoag Holmgren highlighted several items in his report and presented these budget requests for approval:

Consensus Votes:

Support the recommended salary increase of \$608 for the Administrative Assistant - APPROVED (1s, 2s) - This is a 3% increase.

Support the recommended contract extension for 2 years for the Digital Marketing & Communications Manager - APPROVED (1s, 2s, and 3s)

Support the recommended contract salary increase of \$1,740 for the Digital Marketing & Communications Manager - APPROVED (1s, 2s, and 3s) - This is a 3% increase.

Support the creation of a data governance ad hoc committee as outlined in the proposed charge 8/6/4 - APPROVED (1s, 2s, and 3)

Support the creation of an affinity groups ad hoc committee as outlined in the proposed charge - APPROVED (1s, 2s)

Majority Votes:

Approve the e-minutes as presented - APPROVED

Diversity Committee's Report and Budget Requests

Consensus Votes:

Support the request for \$6,600 for Wulff Diversity Travel Fellowships - APPROVED (1s, 2s, and 3)

Support the request for \$24,000 for the Collaborative Diversity, Equity, and Inclusion Mentorship Fellows Program - APPROVED (1s, 2s), and 3s

NOTE: Diversity Committee budget requests were not all discussed on June 7. This vote was reversed on June 10, 2021. Between June 7 and 10, the Presidential liaison, on behalf of Core, consulted with the Diversity Committee co-chairs to seek clarity about their priorities for their multiple budget requests and options for amending them.

The first session of the Spring Core meeting ended after a reminder from President Ellis to sign up for the Committee/SIG/Ad Hoc as Core representatives/members, plan to attend the Core Appreciation event on June 18, and sign the electronic appreciation cards for out-going Core members.

MINUTES, THURSDAY, JUNE 10, 2021, MEETING

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), Laura Pipe, Chris Price, Christine Rener, Kristi Rudenga, Greg Siering, Sandra Sgoutas-Emch, Carol Subino-Sullivan, Toni Weiss (Chair of Finance Committee)

Incoming Core Members: Preston Cumming, Carol Hurney (incoming President-Elect), Mays Imad, Danny Mann, Michael Reder (absent), Kem Saichaie

Welcome Back and Update on Proposed Budget

President Ellis welcomed members to the second session. She explained that the value of the fellowships for conference registration and free memberships granted by the Diversity Committee, Adjunct/Part-time Faculty SIG, and GPPD SIG, if approved by Core, will be removed from the budget as there is no actual expense for these awards given that the Fall 21 conference will be online again (no food or hotel expenses). Core

will still vote on the number of awards and value; the budget is to reflect approvals or non-approvals in the "comment" section.

Various Core members yet again expressed concern over the possibility of approving a deficit budget, particularly one that was already drawing on our reserves (as previously approved by Core to support DEI-related projects). Past-President Linse provided a clearer picture of our actual reserves and assets which was provided in Tab 3 of the proposed budget.

Diversity Committee (continued)

President-elect Fran Glazer reported that she had a conversation with the chairs and asked them to prioritize their requests and perhaps reconsider the amounts. She explained that Core is committed to DEI, but the proposed budget shows a deficit and Core must make some adjustments.

She reported that the chairs suggested that the mentorship grant request be reduced to \$12,000 (from \$24,000) and that the funding requests for mini grants be reduced to a lower unspecified amount.

Consensus Votes:

REVOTE: Support the request for \$24,000 for the Collaborative Diversity, Equity, and Inclusion Mentorship Fellows Program - NOT APPROVED (1s, 2s, 3s, 4s, and 6s)

Support the revised request for \$12,000 for the Collaborative Diversity, Equity, and Inclusion Mentorship Fellows Program - APPROVED (1s, 2s, 3s and 4)

Support the request for \$25,000 for DEI mini-grants - NOT APPROVED (1s, 2s, 4s, and 6s)

Support the revised request for \$10,000 for DEI mini-grants - APPROVED (1s, 2s, 3s and 4) - Comment relating to "4-finger" vote suggests that the funding be covered by "special projects" funds instead of operating budget to indicate that the DEI mini-grants (new this year) should be considered a pilot.

Scholarship Committee

The Scholarship Committee is requesting \$14,000 for grants in Early Researchers (\$4,000), Research (\$8,000), and DEI (\$2,000).

Consensus Vote:

Support the request for \$14,000 for grants - APPROVED (1s, 2s, 3s)

Comments included: need to collaborate with Diversity Committee regarding DEI grants

The Scholarship Committee is requesting \$9,300 for expenses related to the publication of *To Improve the Academy*, with \$1,600 targeted for a special issue. Comments included that there is already a back-log of articles for the regularly scheduled issues, editors are overworked, and adding another issue would add extra work.

Consensus Vote:

Support the request for \$9,300 for *To Improve the Academy* - NOT APPROVED (2s, 4s, and 6s)

Support the revised request for \$7,700 for publication expenses for *To Improve the Academy* (omitting the special issue) - APPROVED (2s and 3s)

Executive Committee

Consensus Votes:

Support the recommended salary increase of \$2,560 (a 3% increase) for the Executive Director - APPROVED (1s, 2s)

Support the recommended increase of \$1,239 to the Executive Director's health benefits - APPROVED (1s, 2s)

Support the request for \$10,000 to have an in-person Core meeting in Spring 2022 - APPROVED (1s, 2s, 3s, and 4s). Comment related to 4-finger vote: perhaps have a virtual component as well.

Remaining Budget Requests:

Professional Development Committee: \$10,000

Conference Committee: \$7,000

Awards Committee: \$1,750

Membership Committee: \$1,700 (including \$1,500 for start-up grants)
GPPD SIG: \$500

Consensus Votes:

Support the continuing budget requests for \$20,950 as presented above -
APPROVED (1s, 2s, and 4s)

Support the requested amounts for conference/membership fees from the
Diversity Committee, Adjunct and Part-time Faculty SIG, GPPD SIG, and STEM
SIG totalling \$16,875 (not a real expense due to the conference being held
online) - APPROVED (1s, 2s)

Fiscal Year 2021-2022 Proposed Budget Majority Vote:

Approve the proposed FY 2021/2022 budget as updated with a projected net income
of \$4,441 (after a transfer of \$65,000 from reserves for DEI consultant and Core needs-
based travel reimbursement for in-person Core meeting) - APPROVED

Additional DEI Initiatives Updates:

- DEI training for Core Committee members: to be reviewed once second multicultural organizational development workshop completed and we get clarity about what PD Think Again (external DEI consulting group) plans to provide
- Progress updates for members: one update was provided in Fall 2020 then updates were often included in the President's emails to members -- revisit future plans to keep the membership updated
- Conference advisory group and conference feedback: the Diversity Committee chairs asked that the conference feedback be shared with Think Again

Governance Committee

Chair Angela Linse presented the votes related to Revisions to the Governance Manual which are supported by a Summary of GM Changes for Core Consideration:

Bylaw Vote 1 (3 separate votes requiring 2/3s approval))

I.B.2: Number of Core Members [*Finance Chair selection changes, including ex officio Core Comm membership for the Finance Chair if not already an elected Core member*] - APPROVED

I.C.1: Number and Eligibility of Officers [*Finance Chair service requirements; remove unnecessary text*] - APPROVED

I.C.2: Election and Term of Office [*Finance Chair appointment & term*]
- APPROVED

Bylaw Vote 2 - APPROVED (requiring 2/3s approval)

Updates to reflect current practice; remove/move unnecessary, obsolete, and procedural text

- I.A.4: Corporate Purpose
- I.B.3 Election of Core Committee Members
- I.B.4 Executive Committee
- I.B.5.1 Financial Support for Meetings
- I.B.5.2 Alcoholic Beverages
- I.B.5.6 Special Meetings
- I.B.7 Place, Form, and Notice of Meetings
- I.B.9 Vacancies
- I.B.9.1 Resignation
- I.B.10 Removal
- I.B.11 Committee and Special Interest Groups (SIGs)
 - I.B.11.1 Ad Hoc Committees
 - I.B.11.2 Administrative and Operational Committees
 - I.B.11.3 SIGs
- I.C.4 Vacancies
- I.C.5 Executive Director
- I.H.4 Strategic Planning
- I.H.5 External Partnerships

Sections requiring majority approval

Majority Vote 1 - APPROVED

Typos, Insignificant and simple changes

Majority Vote 2 - APPROVED

Movements of text

Section II Vision, Mission, Values, and Strategic Plans [*paragraph moved from bylaws*]

Section III Policies & Guidelines

Article A: General Policies

III.A.1 Non-Discrimination and Anti-Harassment Policy [*add policy, approved long ago, above reporting procedure*]

Article B: Fiscal Policies [*moved from Section IV*]

Article C: Guidelines and Procedures [*moved guidelines & procedures into new section*]

Article D. Members [*moved from section IV*]

Majority Vote 3 - APPROVED

Reorganization and changes to text in Section III

Section III Policies & Guidelines

Article A: General Policies

III.A.1.1 Non-Discrimination and Anti-Harassment Procedures [*recipient wishes first*]

III.A.2.3 Conflict of Interest Policies for POD Network Committees and SIGS
[*reduce wordiness and improve coherence and organization*]

Article B: Fiscal Policies

III.B.2 Budget Process [*minor text edits*]

III.B.4.1 Internal Control Policies and Procedures [*minor text edits*]

Article C: Guidelines and Procedures

III.C.1 Guidelines for Ethical Practice [*only section title change "Guidelines for"*]

III.C.2 Guidelines for Statements on Behalf of the POD Network [*removed examples; reduced wordiness*]

Article D. Members

III.D.1.7 International Development Assistance Program [*updated language use from "developing countries" and deleted references to paper resources*]

Majority Vote 4 - APPROVED

Committee & SIG submitted updates to reflect current practice

IV.B.3.1 Finance Committee

IV.B.3.2 Governance Committee

IV.B.4.3 Diversity, Equity & Inclusion (DEI) Committee

IV.B.4.4 Digital Resources & Innovation Committee

IV.B.4.5 External Partnerships and Outreach Committee (EPOC)

IV.B.4.7 Professional Development Committee

IV.B.5.2 GPPD SIG

IV.B.5.3 Healthcare Educational Development SIG

IV.B.5.4 Learning Analytics Community SIG

IV.B.5.5 Mindfulness & Contemplative Pedagogy SIG

Majority Vote 5 - APPROVED

Text changes that reflect current practice

Section IV: Leadership & Operations

IV.A Core Committee and Executive Committee Members

IV.A.1 Duties and Expectations

IV.A.1.1 General Duties and Expectations of Core Committee

Members IV.A.1.2 Communicating Core and Executive Service to the
POD

Network

IV.A.1.3 Additional Duties and Expectations of Executive Committee
members

IV.A.1.4 Financial Support for Core Meetings

IV.A.2 Elections

- IV.A.2.1 Election of Core Committee Members
- IV.A.3 Office of the President
- IV.A.4 Office of the Past President
- IV.A.5 Office of the President Elect
- IV.C. Executive Director

Majority Vote 6 - APPROVED

New subsections (generation of candidates, self-nomination process/materials, voting method)

- IV.A.2.2 Election of President-Elect

Majority Vote 7 - APPROVED

New section to define a uniform leadership transition time for all committees and SIGs

- IV.B.2.3 Timing of Leadership Transitions

Majority Vote 8 - APPROVED

- IV.B.4.8 Scholarship Committee

Updates survey support to reflect current practice; delete redundant text; update Grants eligibility and criteria.

Majority Vote 9 - NOT APPROVED

- IV.B.4.8 Scholarship Committee - Increase term of committee chairs to four years (from three years)

Majority Vote 10 - APPROVED

IV.B.4.8 Scholarship Committee [excluding To Improve the Academy Editorial Board changes, but including addition of Contributing Editors] and revising duties of, selection process for, and terms of reviewers

Committee Reports for Discussion Only - No Votes

Executive Committee

Is the current size of Core (18 members plus the three presidents) the right size for our organization? Perhaps we should increase to:

- Expand the pipeline to leadership
- Handle the overall workload given the size of the organization
- Better acknowledge the increased number of committees and SIGs and the need to have a Core rep for each one

Discussion:

- *More members would impact the budget*
- *Source regarding boards for non-profit organizations:*
<https://www.boardeffect.com/blog/board-size-nonprofit-governance/>; sizes range, median is 15 members

- *Maybe it's time to create an ad hoc to look at Core structure*
- *Discuss with DEI consultant*

Conference Committee

As the conference expands (both in size and in modality with the addition of digital resources) and new processes for collaboration and feedback are added, it is becoming increasingly difficult for a small team of volunteers to manage all aspects of this event. At this point we have no specific suggestions for addressing this concern, but will keep discussing this internally and would appreciate Core input/ suggestions for updates to the structure and workload of the conference team. For example, it would be helpful to have a project manager.

Discussion:

- *What is role of the Core representative; seems to be minimal*
- *Size of team prohibits DEI focus on conference or the time for forward thinking*
- *Perhaps utilizing a conference professional or coordinator on an ongoing basis; it would remove some of the logistics load from the committee to allow work on POD-specific aspects of the conference*
- *For last two years, part-time, temporary assistance has been made available*
- *For two years, we have used a DEI consultant to review DEI proposals and reviews and develop online training for all proposal reviewers*
- *Collaborate with the Conference team to determine needs*

Strategic Planning (SP) Committee - Assessment Subcommittee

President-Elect Carol Hurney will be chairing the Strategic Planning Committee since interim Chair Mary Wright had to step down. The subcommittee is working on an instrument repository and planning templates. Each committee/SIG was asked to identify an assessment liaison to collaborate with the SP Committee Assessment subcommittee. These liaisons could help with the membership survey content and assist in analyzing data.

The Committee recommends that committees and SIGs utilize a program planning template when they develop a new program that requires POD Network resources.

Digital Resources and Innovation (DRI) Committee

The committee is piloting a co-chair model with staggered terms to distribute workload and is seeking more members.

Wrap-up

- The Executive Committee will review parking lot items and bring items to Core as appropriate.
- Core reps were reminded to report decisions back to their committee/SIGs.

- Some committee/SIGs still need Core representatives, as well as members for new ad hoc groups: Affinity Groups, Data Governance
- Finance and Governance need additional Core members as members of the committee
- Fall Core meeting will be virtual; dates to be determined
- Second session of DEI training will be rescheduled soon
- Welcome to new members: Preston Cumming, Mays Imad, Danny Mann, Michael Reder, and Kem Saichaie, and President-Elect Carol Hurney.
- Gratitude to outgoing members: Isis Artze-Vega, Robin Pappas, Christine Rener, Greg Siering, Sandra Sgoutas-Emch, and Past President Angela Linse.
- Appreciation event will be held on June 18, from 1:30 to 2:30 EDT; add comments to kudo boards by June 14
- President Ellis passed the virtual baton to incoming President Fran Glazer

Closing remarks by Carol Hurney

APPENDIX A: POD Network Levels of Consensus Scale (used for Consensus Voting)

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.