

Minutes, NAFA Board Meeting
Friday, December 5, 2008, 10:00 a.m. – 4:00 p.m.
The Kreeger Room, Hotel Palomar
2121 P Street, Washington, D.C.

Board Members Present: John Bader-Johns Hopkins University, Joanne Brzinski-Emory University, Doug Cutchins-Grinnell College, Amy Eckhardt-Western Kentucky University, Beth Fiori-Cornell University, Paula Goldsmit-Pomona College, Jane Morris-Villanova University, Ruth Ost-Temple University, Linna Place-University of Missouri at Kansas City, Mona Pitre-Collins-University of Washington, John Richardson-University of Louisville, Maggie Tongue-Union College, Liz Veatch, Critical Language Scholarship Programs for Intensive Summer Institutes, Paula Warrick-American University, and Tara Yglesias-Harry S. Truman Foundation.

Board Members not Present: Friday, December 5&6, Scott Henderson-Furman University, Alex Trayford-Wheaton College. Saturday, December 6, John Bader-Johns Hopkins University

Non-Board Members Present: Saturday, December 6, Suzanne McCray-University of Arkansas

Quorum Present: Yes

Materials Distributed: NAFA Full Board Meeting Agenda for December 5-6, 2008; Draft Report of the 2008 Strategic Planning Committee; NAFA Code of Ethics-Draft for Presentation to Executive Board; NAFA Constitution and By-Laws; and Copies of the Draft Program Schedule for the Conference.

Proceedings:

Meeting called to order at 10:05 a.m. by NAFA President Paula Warrick, American University

Paula Warrick began with the introduction of Maggie Tongue, Director of Graduate Fellowships at Union College in New York. Maggie Tongue replaces Camille Stillwell who left the board when she assumed a non-university position currently working for the City of D.C. in the Work Place Department.

Announcements: Logistics for the Washington D.C. Board Meeting. Itemized receipts for reimbursements should be sent to John Richardson.

Biennial Conference Planning: “*Building Foundations, Building Partnerships: Paving Avenues for Success.*” Wednesday – Saturday, July 15 – 18, 2009, Grand Hyatt Seattle.

Programmatic Aspects by Jane Morris – Presented ‘draft’ program schedule for the Conference.

Of Note: Wednesday, July 15 -- Two pre-conference workshops, one for advisors new to the position and a professional development workshop for veterans. Possible Fulbright Presentation scheduled for that day.

Keeping with the Theme – the first day would be devoted to campus partnerships, the second day community partnerships, with the last day devoted to international partnerships. The conference would have foundation sessions, lunch special workshops and advisers’ workshops. For advisers we are looking at developing two types of sessions, invited talks on particular topics and calls for proposals on the themes.

There are to be two special events – one to acknowledge and show appreciation for the work of Gordon Johnson soon to be leaving the Gates Cambridge Trust and the second to celebrate the 10th anniversary of NAFA.

Need for Committees to organize the following: Call for Papers, Development of Workshops, Alternative Opportunities Fair, International Graduate Opportunities Fair, Birthday Party, Conference Materials Committee, Sponsorship Committee, Gifts and Thank You Gifts, et cetera.

Logistics by Mona Pitre-Collins – Spoke to the importance of having the Hotel Site early in that we were able to lock in the hotel cost. Need for Technology may necessitate the need to connect with various companies to see if they could perhaps provide us with some resources. Saturday night closing dinner will be held in the hotel. Conference cost will be determined in January when the Executive Board visits to determine meals, use of room and other amenities that will be needed for the conference. It will be important to survey the membership to determine how many are planning to be in attendance. Tara Yglesias suggested that we have a definite deadline date for registration after which there will be no guarantee for registration materials or rooms at the conference rates.

CVENT by John Richardson – We have a two-year contract with CVENT, an event management system. Contract covers December 2008 to December 2010. We could have reduced the fees by establishing a longer contract but thought that we needed to have a comfortable track record before obligating us to something longer. This will provide us with the mechanism to support biennial conferences/off-year study trips and summer workshops through the development of websites, the ability to market and manage registrations, build and schedule surveys. In addition, it will also provide us with the opportunity to collect annual membership dues and to develop a strong member database. Fees for the services are \$1500 for maintenance and about \$7.00 per registration. Although it sounds a bit high, the administrative cost for the NAFA business at the University of Louisville are increasing which will average out some of the CVENT cost. The U of Louisville continues to be the appropriate fiduciary manager – no account/budget management charges at the moment, sets the rules and guidelines for the use of funds, and there are benefits to having a non-profit account at a university. Mona Pitre-Collins will take on the initial responsibility of coordinating with CVENT to build the initial website and organize the 2009 conference information and marketing schedule.

Several Topics by Paula Warrick:

Request for Proposal Format – We want to make sure that we have a conference venue for 2011 that could be announced at the 2009 Conference. We currently have two volunteers, which raises the need to establish procedures for determining the venue for the conference and mid-year workshops. The two volunteers are Amy Eckhardt and Craig Cobane at Western Kentucky University and Beth Powers at University of Illinois at Chicago.

The overarching questions would be –“the development of a format for an RFP that would cover details for both the biennial national conference as well as the regional workshops that occur in the off years. Details to include might be general ideals about the framework of the conference; theme, budget and ideas that might keep the costs down, and would the proposal also look at just the venue or include the substantive issues of the conference. What type of administrative and financial support would be provided to individuals/groups selected as host? It would be important to establish a committee to work at these issues and develop a process.

Conference Participation – The effects of the economy on members’ ability to travel to the Conference. It would be important to send out a survey to indicate members’ ability to attend. We can also provide various opportunities for participant to present – concurrent workshops, poster presentations, etc. Keeping the conference registration low meaning that there would be significant underwriting by NAFA making it possible for as many members to attend. Develop budget justification for the conference – however, the may be one of the few times that members have to meet with Foundations who are also dealing with similar fiscal constraints.

The Marshall Scholarship Advisory Group, responsible for developing national policy decision, is meeting this weekend presided by the British Counsel. They would like to have some input from NAFA and Paula Warrick will meet with them representing NAFA. There was some general discussion by the board.

NAFA Strategic Planning

NAFA Strategic Planning Timeline:

- 1) End of March – outreach to general membership;
- 2) April – discussion on membership feedback;
- 3) May – final draft developed and distributed to board;
- 4) June – released to the general membership;
- 5) July – vote by general membership.

Bullet Points for the Strategic Planning – Individual teams will introduce bullet points that they created. Points 1-3 were issues too large that it was thought it was important to have discussion and generate content as a group. Jane Morris will facilitate discussion on Saturday morning.

Also not included was discussion on the founding documents. Suzanne McCray will facilitate discussion on Saturday morning.

Bullet Point Discussion attached.

STRATEGIC PLAN DISCUSSION

Friday, Dec. 5, 2008

Bullet 1

To revise the mission statement of NAFA (group)

--We discussed whether we were ready to have a pithy vision statement at this time, or whether we should focus on expanding our mission statement.

--We need to clarify which mission statement we are revising—the one in our constitution or the one in the code of ethics, which deviates in wording in places?

--A by-laws committee, consisting of Scott H. as chair (if he's willing to take this on), Alex, Doug, and Maggie should prepare a draft for review by the entire board by March 1, 2009. The board will review this and the committee will revise the mission statement in time to present it to our full membership at the Seattle conference.

Bullet 4

To assess our financial situation and determine what is the most responsible approach to resources for the long-term health of the organization (John, Scott, and Ruth)

--Should NAFA explore ways to invest reserved funds and also look at alternative sources of developing revenue (e.g., foundation grants for various activities, or solicit \$\$ as a fee from foundation to promote their programs)?

--Importance of continuing to have a third-party control of funds, especially as we are beginning to use funds to support various board, workshops and conference activities.

--As an incentive to join NAFA (and hence increase our revenues), should we create a password-protected portion of the NAFA Website?

--Should some of our assets be used to hire a part-time staff person (either an admin to help with conferences or someone to help with technology)?

Bullet 5

To assess the need for administrative support for conference planners (Mona and Joanne)

--We need to revise our current, ad hoc process for selecting conference venues, which would also include the development of timelines.

--A handbook for organizers of biennial conferences, international study tours, and summer workshops is essential; we should be recording best practices in all respects, including keeping costs down, as the Willamette workshop in 2008 demonstrated. Materials should be gathered, disseminated and assessable through web-based technology. The most practical vehicle might be though an updated NAFA Website.

--Both technical and admin support are needed by the conference organizers; however, before we hire a tech person we need to develop a list of formal requirements document prior to looking for that person.

--We should develop a common form for evaluating all workshops.

--Develop an invitation for presenters as well as solicit RFP's dependent on the audience.

Bullet 6

To assess NAFA abroad programs and to determine the best ways to make these trips of value to all members (Beth F. and Ruth)

- Collect and disseminate Power Point presentations attended to be placed on the NAFA Website;
- Disseminate lessons learned at biennial meetings and summer workshops
- Would we consider offering the option of a half-trip to attract parents and advisors with fewer financial resources? (There were mixed feelings on this: looking at the financial feasibility of going such a distance for a very short time; making visitation priority decisions that may or may not reflect the values of institutions; including too much into a trip.)
- Is there a way to use technology to disseminate lessons learned to people who can't attend (Podcasts, etc.)?
- Trip organizers might collaborate with Suzanne for submissions for the conference proceedings

Bullet 7

To develop more effective tools for support including an up-to-date, dynamic Web page (Doug and Amy)

- Both Website and List-serv can be greatly improved. List-serv can be a great conversation about best practices but most frequent uses are to ask questions that should be addressed to the foundations or to query the membership about scholarships resources for current students.
- Suggestions would be to provide resources for the membership in the form of mentors for new advisors, via website a robust list of scholarships and fellowships along with updated deadline dates, and best practices, resources and conference materials.
- A concern arose in our discussion as to the recommendation to have a forum to get feedback on what's needed from the Website. Will a general audience muddy the waters because they're unfamiliar with Web design, etc.?
- There were suggestions as to how we might make our listserv a more useful tool. Should we assign mentees to new members from the board that might provide advice as to appropriate/inappropriate postings on the listserv?
- The issue of redeveloping the website involves technical issues, architecture and navigation problems. However content will be the most critical area – who writes, updates, manages the content, development of a searchable database are all going to be an incredibly ongoing and costly issue.
- Cost is a factor in determining what we can/will do to develop these web tools

Bullet 8

To address the needs of the two main advisor constituents of NAFA, new advisors and experienced advisors (Jane and Linna)

- Much of what has been addressed in other bullets applies so much to this section. NAFA has members who are moving into their tenth year whose needs are different from new advisors. As a group we have the challenge to make things fresh and appealing for both groups.
- How do we engage experienced advisors in activities like the list-serv and to mentor inexperienced advisors?

- Important to reach out to new advisors to serve on committees to get them engaged quickly; ways to update and improve the mentoring programs to make it effective; make the website more interactive and development of a facebook group to make it easier to post questions; make information on the bulletin board more accessible; and have a directory of scholarship websites as a resource for advisors.
- Consider staggering the timing of the preconference workshops for the new and seasoned advisors, so that members can take part in both.

Bullet 9

To support NAFA publications (Suzanne and Amy)

- Important to have NAFA publication whether they be web-based or hardcopies to provide communications to member and to begin to establish a presence as a professional organization. The three major documents, the newsletter, the journal, and the NAFA Conference Proceedings.
- There was a survey of the membership in 2006 of publication needs, which resulted in the development of an on-line journal that was visually more flexible and less expensive and was also searchable. The proceedings, edited by Suzanne McCray, include keynotes and conference materials and documents/materials from study tours.
- What could be improved were the following: the way that scholarly articles are solicited; the move to the development of quality control via a peer review process; the publication schedules needs to be tightened and regulated; and a unified look to the publications.
- There were some concerns as to whether we can move toward the goals articulated in this bullet point without having a part-time person. Who will run the editing and peer-review processes?
- We need to think expansively about who might contribute to a journal. Who beyond our traditional members? What's the purpose of these publications? How will publications and a peer-review process affect the professionalization of NAFA?
- Foundations might appreciate substantive, scholarship-specific articles that they could post to their Websites.

Bullet 10

To promote professional development (Beth F., Doug, John B., and Paula W.)

- Consider issuing a certificate for professional excellence that can be given out at our conferences
- One constituency we might consider as "neglected" are faculty members who mentor students for only a few awards. What steps might be taken to encourage them to join?
- We might explore tools such as blogs to provide content targeted to the professional development needs of specialized constituencies (such as seasoned advisors)
- We need to consider the appropriate length of a survey. Too short a survey could lead to too little data.
- It might be useful to set up a group in NAFA that could assess what surveys should be conducted in a given 6-12-month period. Possibility of doing an annual survey that is more comprehensive. Before we conduct any surveys, we need to assess what data we will collect and how it will be applied
- Some people objected to the notion that NAFA breaks down neatly into two categories of advisors, "new advisors" and "veterans." It would be also important to consider what experiences that individuals bring to the table prior to the advising fellowships.

Bullet 11

Enhancing advisor relations with foundations (Jane and Tara)

--Considered three groups of foundations, the ones currently very involved and interested, the ones that are interested but not necessarily involved, and the ones that participate in NAFA activities but are uninterested and uninvolved. This last group they elected to not engage in that these foundations don't recognize the values of NAFA and do not share the values of the previous two groups. Most of the suggestions were geared with the first two groups. They did not talk about bringing in new foundations into NAFA because it seemed to be more appropriate to Bullet 13.

--Also looked at advisors fitting into three basic categories, the ones that felt that NAFA should be more proactive in how it works with foundations, the ones that view NAFA as a conduit to their developing their own relationship with foundations, and those who are don't wish to connect (timid or lazy) so did not speak to this last group.

--Suggestions would be the following: an information packet for foundations content to be discussed at a later time; a foundations section on the website; foundation meetings at the conference; reduced fees for foundation members; ombudsman committee to hear issues or complaints to provide suggestions in a collegial environment for both sides.

--Constraints that foundations face, which advisors may not be aware of, are an issue. Perhaps there should be more emphasis on dialogue between foundations and advisors so that there is more understanding about the policy decisions behind various procedures and awards.

--Some of this (understanding constraints foundations face) should be enfolded into professional development goals for NAFA advisors

--To gain credibility with foundations, it is critical to promote understanding of what scholarship advisors do (more than just processing paper). Also it is easier for foundation to communicate with one group than with hundreds of individuals.

Bullet 12

To evaluate existing committee structures and procedures for recruiting volunteers (Paula G. and Linna)

--This group really relied on the Constitution and By-Laws for the foundation of their work. The Constitution mentions the Nomination Committee and the By-Laws speak to the Conference Planning Committee and in Article 4 mentions four standing committees*: Conference Planning, Constitutions & By-Laws, Nomination & Elections, and Communication committees (*committees that are needed on a regular basis). There are three additional committees that are operating which are not mentioned in the By-Laws: Ethics, Journal, and Faculty Recognition committees.

Out of the strategic planning process we should think about is an understanding of the role of standing committees – a functional approach. What committees should be a standing committee and what should be ad hoc? There might be a place on the website where individuals might be able to volunteer for participation in committees. It would mean that committees would need to well defined, what are the duties and responsibilities, what's the process for placement onto committees?

--As we expand the number of committees, we need to look at oversight. Can the president oversee all of these?

--Each of the committees should include a board member; we should adhere to the practice (required by our by-laws) of promptly forwarding minutes of committee meetings to the president

--If we begin to recruit more volunteers, we need to think through how to respond to volunteers who step forward, but aren't needed. There is some feeling that people volunteer for things and never hear back.

Bullet 13

Strategies to promote the manageable growth of NAFA (Suzanne, Jane, and Paula W.)

--We might not want to address exclusion in this bullet point. This can be addressed by clarifying in our constitution who we are and which constituencies we represent.

-- Should mentorship be enfolded into the responsibilities of the membership committee (i.e., should the purpose of the committee be to review, recruit, and provide oversight of the membership?)

--One under-represented constituency is faculty members who mentor candidates on 1-3 awards

--We might analyze crossover membership within our organization. Which NAFAs belong to other professional associations? Can we use these individuals to recruit members and raise awareness within other professional associations (such as NCHC)?