

**AASHE Board Meeting May 4, 2022 Minutes**  
**APPROVED**

Meeting started at 2:06

Present Members

Ragu, Meghna, Jenny, David, Jay, Cynthia, Francois, Rania, Monica, Ashwani

Raghu thinks that we have a performance and governance problem.

He mentioned that if things spiral out of control, the Board is liable. We are a sustainability organization. We're supposed to be trying to save the planet. And this is a state of our operations when we should be modeling behavior for other organizations.

The decision to not invite Meghan was not taken lightly and he wants everyone to provide their feedback and comments in future board meeting.

1. When was the assessment conducted, who was it sent to and who responded  
He thinks the assessment was conducted after the board conducted Meghan's PR is puzzling

Jay- There is no surprise that we have been working on this for the last one year and how to integrate 360 in the process. Meghan was trying to get the data from the consultant. It was not designed to be part of the ED Review. The Consultant will give us a proposal that we can choose to accept and reject.

Meghna-

David- In terms of the Performance Review of the ED, we have a fairly light process. We never had a 360 review and we never had this in the past. How is AASHE doing and how is Meghan doing- all that feedback has happened without her being present. He does think that there are some escalating issues in the staff and some are disenfranchised. Let us not overreach to these comments. This is the first time we had access to that information

Ashwani- We need to break what you're trying to get at into two separate questions  
How do we do an assessment of the Director. And the result of this review and if there are issues here that we want to build into long term conversation. How we do that is a workshop not a meeting.

Jenny- Even if we had meetings she steps out when we have the meeting and does the PR. She was not invited to the meeting and she did share her context and she requested it to be shared. AASHE went through 3 directors in 18 months and then Meghan took over and she has been 8 years and she has gotten good evaluation but this is not the way to treat ED. What is our job to hold meetings like this. We are very collaborative and it is not feeling that way.

Raghu disagrees that he is not collaborative. in the spirit of collaboration he shared the review with everyone and trying to be transparent. He was invited to be part of the ED review earlier this year. He doesn't even know why he was invited. He has given a document that ranked ED performance from 1 to 5, but the textual, written comments were not shared with him under the

guise of confidentiality. He has serious reservations about the context of this evaluation and we are here to take advantage of the health of AASHE and Raghu thinks that friendships are taking Precedence. Ashwani agrees with Jenny that it is insulting.

We all agree that the process needs to be reviewed and changed!

Jay- the comments of review last year were fairly inoculate. The goals that the Chair and ED said is what needs to be evaluated. 360 was a first attempt to get a read on and was not part of any formal process. The comments of the evaluation are just there for reference and not to help with the 1-5 ranking.

Meghan has been very transparent and open about what has been going on

Cindy- Agreeing with Ashwani that there are two issues- one about the process is questionable. What the point was there and what was being done.

We have always been very transparent with Meghan and she is too. While there are some things that sound alarm but without the full context we don't know what the problem is and how to address it.

Francois- Having recently joined the AASHE Board he feels we have more context and how it is involved and where the 360 evaluation fits into all this. He is struggling to understand where the whole pieces fit and he feels that there is a bit of oversight vs collaboration and in a way that those two go hand in hand. What is the actual role of the Board- it is oversight and collaboration.

Raghu- we should not take the 360 review lightly and shared with everyone and will damage relationships

David- This was not us sharing the 360. Meghan asked for the review to be shared. The Board did not initiate it. We can all have opinions about it and it is water under the bridge. She was seeking some help and she was trying to get feedback on how the situation could be improved!

Jenny- We should not take Jay's word "experiment" that this was not given enough thought. The whole staff under Meghan's leadership has been doing amazing work with the nonprofit HR and they are also working to create a proposal for performance evaluations moving forward.

Jay- a possible way out of this is that anyone who has concerns about the 360 review should talk to the consultant and get some insights and recommendations. How the staff feels. There were two years of ED review and they were all the same score. It is correct to note that Allison says that there were no reviews.

David- In the past, the reviews have been led by the chairs and the chairs have facilitated the feedback with the Board and shared it with Meghan.

We can still criticize the process but it is done

Raghu- Agenda 3 do we have access to the ED's performance Objectives.

It has been shared with him and not with the Board so the Board knows what the ED is expected to be evaluated against.

Fixing the performance review of ED should not be taking years.

David- I don't think there is a problem. There are a variety of ways to do this. I would not say it is broken. There are a lot of different options.

Jenny- The consulting firm is taking action. What you are saying is insulting all of us as a Board. There has to be some respect from you to all the work we have done in the past and everything that we have offered to do.

Ashwani- Sharing is not the issue. Collaboration is important.

Jenny- It will spiral out of control because it is not a collaboration.

David- The question was not called. Regardless of the intent, you have to hear what they say and take it. When someone says there is not collaboration you have to take it into consideration. There are issues we need to deal with and we need to be moderate on how we approach this. Your reaction is creating more of a problem than it is solving.  
Meghna seconds that.

Raghu- The notion that I am not collaborative is something that I challenge. There was a lot of pressure on Meghan to have the conference in person. And she said that we cannot have it in person and Raghu thinks that he supported it.

Agenda 4- Is the Board's assessment tied to the Annual Salary

Raghu- we do not discuss that.

David- where do you get these conclusions from?

On an annual basis, for the health of an institution, there are times and there is formal time between the ED review and the scale. Allison does research and then we as a Board decide on the compensation.

Francois- Some of the questions that you all are reading out. Knowing where this 360 evaluation came from or how it was tied to the assessment of the Director. You all are involved in other board and other processes and I drew on the experience of other Boards where the Boards as a whole looks at the salary adjustment of the organization. I think what they also they need for clarity from the consultant.

Jay- What Meghan tried to do with the HR consultant, there is an attempt to conceptualize something. AASHE was in the past just a few guys and procedures were not thought out and our HR processes have been primitive. What HR is helping to do is that they are trying to help. They are staff concerns. Some are legitimate and some are not right. The punchline is done and we are trying to improve.

Meghna- The salary ED performance is not linked to her evaluation.

David- Echoes Meghna and Francois. We need to make sure that she is paid fairly.

Francoise satisfied with the response

Agenda 5- Access to information from the review

Issues brought up by Audrey.

How is that someone who reports to Meghan had access to her review?  
It was shared with her.

Meghan shouldn't have seen it, according to Raghu. Staff knew that.

Agenda 3 What should be the next steps for future for ED review

Jenny- We should wait for the consultant review.

Monica- was the consultant contracted to professionalize things- are they making recommendations on what the review would look like.

David- I think the process here was that Meghan was struggling with staff issues and she was looking for some help to manage the org

The main drive was to address those issues and they suggested this to collect feedback from the staff and use that to improve.

Jenny- When Jay initiated the review process last year when he left he said that this is not a form to assess and we should change it. And we all agreed. And he talked to Meghan and she recommended that they HR consultant will be making recommendations on how to improve.

The consultant will share the report in June. Governance manual and set of procedures.

Jenny- discuss in the next meeting and discuss the role report. We all need to understand and collaborate!

David- There are governance documents online. All of us are acting on our own. Trina was responsible for drafting those governance documents.

Raghu- The Board governance should be up for discussion.

Francois- has read all the documents. I was trying to find in the document some grasp that helps us tackle the situation that we were facing. It is mostly procedural. It might be a good time to update those documents and what the actual role of the board is. This could be an opportunity to improve.

Raghu- The documents need to be updated and made available to everyone.

Meghan provided those documents and the bylaws were found online.  
Orientation documents are provided.

The executive committee should work on the Governance documents

David-Meghan is grappling with some serious issues and she does not feel that she is supported and that is the wrong kind of support when the Leader is facing a crisis. One of the worst outcomes is to not have the support of the Board. We need to support her and provide a positive follow-up note to confirm that we are with her.

Meghna seconds and supports this.

This is not a crisis! It is a challenge and nothing that cannot be overcome.

Jenny- the 360 review was shared without context and she is concerned about her relationship with the Board.

The executive committee will meet her and update her on the discussions today

Raina- is there some kind of evaluation of the staff from the supervisor? It should not be a one way but a two way evaluation. The staff gets access by the supervisor and they get reviewed so that everyone gets evaluated. They are evaluated by ED.

Ashwani - this is not a 360 because not everyone was evaluated. What is holistic and this was not a 360 review. It does fit my conceptions. They would not even arise if it was even 360

Rania- was this right for this part of this experiment to be shared with everybody.

Raghu- Talk to staff and provide feedback.

Jenny- We have not talked to the Consultant. Jay did not say " experiment" in the context that Raghu is using. We are not at this moment the fact that is done is going to ruin everything.

Raghu will let Meghan know that we will update her at the next EM meeting.

Ashwani- it was good to have this discussion. I am glad we had it.