
Minutes of the Regular Session of the EDUCAUSE Board

Tuesday and Wednesday, February 25–26, 2020, Washington, D.C.

Note: All times listed are Eastern time (ET).

Attendance

Board members: Michael Berman, Elias Eldayrie, Keith (Mac) McIntosh (Treasurer), Joseph (Joe) Moreau (Secretary), Michele Norin (Chair), Helen Norris, John O'Brien (President and CEO; ex officio), Amelia Parnell, Mark Roman, Carol Smith, Jennifer Sparrow, Sue Workman (Vice Chair)

Staff: Eden Dahlstrom, Mairéad Martin, Nicole McWhirter, Stacy Ruwe, Catherine Yang, Karen Mateer; Jarret Cummings (Tuesday)

Guests: Reggie Henry (Tuesday)

Tuesday, February 25, 2020

Call to Order

Board chair Michele Norin called the meeting to order at 8:30 a.m. She began her remarks by acknowledging new board members Amelia Parnell, Mark Roman, and Michael Berman, for whom this was their first face-to-face board meeting.

Approval of Consent Agenda

Norin began the meeting by reviewing the three items in the consent agenda: (1) revised bylaws, (2) Executive, Audit, Finance/Investment, and Governance Committee charters, and (3) Policy for the Use of the EDUCAUSE Name. With regard to the first two items, the board was being asked to approve the documents, while with the third, the board was being asked to rescind the outdated policy.

Joe Moreau moved to approve the consent agenda. Sue Workman seconded. The motion was approved.

Committee Reports

Audit Committee chair Elias Eldayrie reported that the Audit Committee has recommended to continue working with the current audit firm, CLA (CliftonLarsonAllen). He also shared that at their last meeting the committee took up the review of EDUCAUSE's progress in advancing enterprise risk management.

Finance/Investment Committee Chair and Board Treasurer Keith McIntosh reported that the committee reviewed the EDUCAUSE Investment Policy Statement (IPS) and had no recommended changes this year. During the committee's last meeting, McIntosh reported, Senior Director of Membership Jim Burnett provided an overview of proposed membership model changes, including updating current Carnegie Classifications (from 2010 to 2018) used to determine member dues.

Board Vice Chair Sue Workman reported on the inaugural meeting of the Governance Committee. As part of the committee's charge, committee members reviewed all committee charters and recommended them as written for board approval. They also reviewed the current board demographics. In other work, the committee recommended that the board mentor program is no longer needed and should be discontinued and recommended the development of a matrix to show board composition.

Slate Selection, At-Large, and Vacancy Appointment Discussion

Workman reviewed the role of the Governance Committee in guiding the selection of new board members, with a focus on at-large and vacancy appointments. Workman reviewed the timeline for the upcoming election and appointments and shared that the Governance Committee will be developing new processes to guide these activities and selections and asked the board to provide feedback.

The board affirmed that, given the relatively small size of the board, it isn't possible to have every sector and demographic represented in any single given year, but the aspiration over multiple years is to ensure broad representation in board composition and diversity to ensure it doesn't always lack representation in the same areas. Board members spoke of their respective experiences working on nominations committees and other boards and shared both what has worked and what has been challenging when it comes to building an inclusive, diverse board. Comments included ensuring a focus on highly engaged and highly qualified candidates rather than making sure certain geographic areas were represented; being mindful of emerging trends when looking at at-large members to bring people on board that can help the organization to address those issues; and using at-large appointments strategically to provide additional balance to the board.

Suggestions were made about shifting the timing of at-large appointments to create time following the election, during which the board can assess and address areas needing balance, and about considering the importance of always having community colleges represented. The board agreed that the nominations pool should be a source of potential at-large candidates but also suggested reaching out to former board members to ask for names of other high-potential candidates. The Governance Committee will take the discussion into account as it works toward developing its process by June.

President's Report

President's Office

President and CEO John O'Brien highlighted some of his recent speaking activities and visits with new board members, which is a continuing part of the onboarding process. Board members commented favorably on these visits. O'Brien reported that his digital ethics presentation is in high demand. O'Brien gave a brief update on the association's DEI initiative, including the work of the DEI Advisory Committee, whose new chair will be Marcia Dority Baker from the University of Nebraska–Lincoln. In the future, the DEI updates will be woven into the executive team reports, reflecting the way DEI has become embedded across the association, thanks to the leadership of the EDUCAUSE board.

Professional Learning

Vice President of Professional Learning Eden Dahlstrom gave an overview of the Learn and Advance Hub—the working title for the online environment where users can go to learn about offerings within the EDUCAUSE Professional Learning portfolio. EDUCAUSE staff are using focus groups to develop the framework for this new resource hub. Dahlstrom gave an overview of the three-year event calendar that is now embedded in the current Event Finder and also previewed the venue for the 2020 EDUCAUSE Annual Conference in Boston, Massachusetts.

Communities and Research

Vice President of Partnerships, Communities, and Research Susan Grajek started with an update on the progress of research initiatives being done in partnership with various corporations. Grajek then shared the *2020 Horizon Report* and highlighted the new methodology used and features included in this year's report. Grajek noted that the publication looks markedly different from previous versions and that the revamped report attempts to address some of the feedback received. The publication is currently in PDF, and a hard copy will be disseminated at the ELI Annual Meeting in early March. The board was congratulatory and supportive of the new direction of the *Horizon Report*. Grajek then reviewed the new model for EDUCAUSE Academic Communities, which includes both teaching and learning and student success initiatives and strives to provide the community with resources on learning environments, data and analytics, and continuous improvement and evaluation. Finally, Grajek gave an overview of the work being done in partnership with APLU and the Unizin Consortium on learning analytics.

Digital Communications and Content

Vice President of Digital Communications and Content Catherine Yang provided an update on web accessibility and the organization's ongoing remediation. Yang also provided a recap and outcomes of the media strategy used for the EDUCAUSE 2019 Annual Conference, which included subject matter expert outreach and customized pitches. The new approach resulted in increases in the number of media attending and increased articles published about the conference. Yang highlighted efforts to build community engagement via social media, and Mark Roman encouraged more engagement with research computing following a review of the coverage by topic provided by Yang. Grajek noted that research computing is an area where EDUCAUSE has room to grow and shared recent partnership possibilities around the topic with Internet2. O'Brien added that the organization is currently engaged in work in this area with CNI and ARL as well.

Business Services

Vice President of Business Services and CFO Stacy Ruwe reported on the most recent staff satisfaction survey, noting increases in six out of eight categories assessed (the other two categories were relatively unchanged). The executive team is looking at ways to continue work more effectively across the organization. She commended the work of Nicole McWhirter in supporting processes to improve communication throughout the organization. Ruwe shared that, for the first time this year, 100% of EDUCAUSE staff are participating in the pension plan, and she thanked the board for supporting changes to the opt-in/opt-out approach.

Information Technology

Chief Information Officer Mairéad Martin provided an overview of the work done on the association's path to IT maturity, both to increase the productivity of our staff and to support the strategic initiatives of the association. Board members strongly supported these efforts.

Review 2020 Organizational Goals Progress

O'Brien offered a first quarter report of progress on the EDUCAUSE 2020 goals, recognizing that much of the work has just begun and/or is still in the design and planning stages. Amelia Parnell asked about how progress status assignments are made, and McWhirter gave an overview of the process and how tracking and progress assignments have been socialized throughout the organization.

Lunch Discussion

Reggie Henry, chief information and engagement officer for ASAE, the Center for Association Leadership, joined the board during the lunch hour for a presentation in which he described the use of various technology platforms to promote engagement and monitor the topics that are of greatest interest or concern to ASAE's members. He also highlighted ASAE's initiative to democratize data and demonstrated the platforms all members have for accessing this statistical data to gain a deeper understanding and knowledge of its membership.

Policy Q&A

Senior Advisor for Policy and Government Relations Jarret Cummings provided an overview of the association's efforts and strategy in the policy area. The subsequent discussion touched on questions surfacing on campuses regarding faculty disclosure related to research; the Higher Education Act; and federal government requirements for standard grant reporting. O'Brien commented that much of EDUCAUSE's policy work is done in partnership with other associations, such as CUPA-HR for human resources issues or ACE for general higher education concerns. Cummings encouraged board members to contact him directly with questions and recommended sources used to keep community members informed of policy issues, including the Policy Spotlight blog, Twitter, and policy updates in the *EDUCAUSE Review*.

Trimester Financial Review

Ruwe provided an overview of investment performance, preliminary 2019 operating results, and fiduciary updates on the financial health of EDUCAUSE. Ruwe shared that the performance of the EDUCAUSE investment portfolio exceeded established benchmarks and that due primarily to these strong investment returns, the EDUCAUSE reserves exceeded budgeted expectations. As a result of the strong investment returns combined with underspending on delayed projects and salary savings, the planned \$2.6M operating budget reserve drawdown was not necessary. Ruwe also updated the board on a slight change in the 2020 budget that had been noticed in the last meeting and was discovered to be a typographical error. The budget has been updated and the error did not affect the bottom-line amount.

Membership Update

Membership Growth and 2020 Dues

Ruwe gave a report on membership growth in 2019, which showed an overall increase of .4%. Ruwe then shared the recommended distribution of dues increases for 2020–2021, which are based on the board's previous approval of a 3% increase, which would go into effect on July 1,

2020. The recommended rate changes include a 2% increase for US institutions and international members; a 4% increase for corporate members; and no increase for systems, nonprofits, or K–12 members. The board discussed concerns about rate increases during challenging times, while also pointing out that many institutional budgets do factor in a certain percentage increase year-over-year for vendors and organizations such as EDUCAUSE. The board expressed support for the approach of having small yearly incremental increases over larger jumps every few years. Ruwe also provided the board with the proposed membership dues rate table for the 2020–2021 year and touched on recent analysis done to better understand the potential impact on EDUCAUSE of the recent and more frequent mergers and acquisitions within higher education.

McIntosh moved to approve the 2020–2021 membership dues rate distribution as proposed. Roman seconded. The motion was approved.

Carnegie Classification Update

Ruwe then led a discussion of a proposed change to the Carnegie classification used to determine dues rates. Ruwe started with context, explaining that when the board approved the member model change in 2016, the Carnegie classification used to calculate dues rates shifted from the 2000 to the 2010 classification. When the new member model and membership policy were developed, the organization included language to support more frequent updating of Carnegie classifications so as not to repeat the experience of large increases for many institutions that were felt in 2017. Wanting to stabilize the member model and provide institutions with consistent dues rates, we did not move to the 2015 Carnegie classification update when released, she explained, concluding that it is now time to move to the 2018 classification.

To minimize impact and maintain a revenue-neutral approach, the board was presented with the following proposal: (1) updating the member dues model from the 2010 to the 2018 Carnegie classification; (2) moving Associate’s institutions in tier 2 to tier 1, thereby placing all Associate’s in tier 1; and (3) allocating up to \$400,000 from the reserves to transition members whose dues increased as a result of this update. The board agreed that the proposal could be advantageous for member recruitment for the Associate’s category and even could be seen as a strategic investment. O’Brien added that one of the original tenets of the new member model was for it to be revenue-neutral, and if the tier drop for Associate’s doesn’t take place, then we would be generating revenue. Berman, a member of the Finance/Investment Committee, noted that Associate’s institutions have a special place in higher education, and in reviewing the proposal, the committee felt it was a good approach for the organization.

Regarding the transition funds, the \$400,000 requested to support this plan would need to be approved by the board and allocated from reserves.

Norris commented that for some smaller institutions that are adding doctoral programs, the impact will be greatly felt—so she is supportive of the transition plans. Messaging will be very important. The board then discussed the idea of reviewing and restructuring dues levels and decided to move that discussion to the Finance/Investment Committee for additional research and analysis.

Moreau moved to approve (1) updating the member dues model from the 2010 to the 2018 Carnegie classification; (2) moving Associate's institutions in tier 2 to tier 1, placing all Associate's in tier 1; and (3) allocating up to \$400,000 from the reserves to transition members whose dues increased as a result of this update. Workman seconded. The motion was approved.

Engagement Dashboard

Ruwe showed a video demo of the new membership engagement dashboard and sought feedback on how the community might benefit from this new tool. Board discussion centered on the usefulness of this tool for primary representatives and for those serving as EDUCAUSE Ambassadors, as well as for identifying potential members for committee service or other volunteer roles.

June Board Retreat—Draft Agenda Review and Feedback

Norin gave a preview of the board retreat proposed for June 2020. O'Brien provided brief background on the last retreat that was held in Boulder, Colorado, in 2018. Norin shared a proposed agenda and list of potential topics the board may want to explore in depth.

Wednesday, February 27, 2020

Call to Order

Norin reconvened the meeting at 8:30 a.m. and recapped the agenda for the day.

EDUCAUSE Academy Preview

Eden Dahlstrom gave a preview of the EDUCAUSE Academy (delivered via Instructure's Canvas platform), focusing on the user experience. Dahlstrom also shared that webinars will continue to use Adobe Connect as the interface for webinars because it is a stable platform offering both live chat and live transcription. The Canvas platform provides a link to recordings for past events you have registered for. Grajek reported that Canvas is being used to manage the

Horizon Report panels. Feedback was positive on the sign-on process and the dashboard. Dahlstrom reported that plans for the dashboard include offering links to events and other programming and curated content.

Dahlstrom noted that the EDUCAUSE Academy will be one component of the “Learn and Advance Hub” of our website. The planning team is looking at integrating components such as mentoring, microcredentials, and transcripts as part of the hub, with an eye toward leveraging the platform to best serve members and help them design their career pathways. The board commended Dahlstrom and her team for the development that has taken place so far with this product.

Strategic Priority 3: Partnerships and Collaboration Deep Dive

Grajek reviewed the components of Strategic Priority 3, Expanded Partnerships and Collaboration, providing an update on our activities and progress in this area and citing some of the lessons learned from these efforts. The ensuing board discussion included positive comments regarding recent partnership work with Unizin, REN-ISAC, Internet2, NACUBO, and AIR, along with the collaboration with Deloitte to hold the inaugural Convergence Forum. Parnell commented on the strong EDUCAUSE brand, citing *EDUCAUSE Review* and the customer-relations aspect of partnerships. Mark Roman, as an international member, commented on the progress to make international members feel more welcome, and Workman credited EDUCAUSE with the acquisitions of the *Horizon Report* and CHECS. Further discussion touched on the ways EDUCAUSE can build on its partnerships in the service of our members, including helping to elevate conversations between campus partners and vendors on topics such as accessibility, privacy, and/or DEI.

Grajek then led the group in a carousel activity to review the individual components of this strategic effort and gather feedback on the proposed tactics that align with each of the goals for strategic priority 3. Following the group discussion, O’Brien indicated that the executive team will closely examine the feedback and follow up with the board on any adjustments and changes that are made.

Strategic Planning 2.0

McWhirter reviewed the process used for EDUCAUSE Strategic Plan completed in 2016 and the lessons learned, including the need to keep strategic planning at a consistently high strategic level; to clearly articulate our purpose, mission, vision, and values; and to define and document what success looks like.

McWhirter then reviewed the timeline and proposed a process for developing the new strategic plan, which, assuming another five-year timeline, will run from 2022 to 2027. Work to develop

the plan will be done with the help of an external consultant and active engagement with the board, EDUCAUSE leadership, staff, members, and the community at large. Existing channels and activities will be used for gathering data, feedback, and input from our members. Based on the lessons learned, the process will start with an update of mission, vision, and values. Most work will be done between August 2020 and August 2021, with board approval sought in August 2021. Ad hoc committees and special meetings will be set up as needed.

Adjourn

The meeting adjourned at 12:49 p.m.