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# Minutes of the Regular Session of the EDUCAUSE Board

Monday, November 30, 2020 | Virtual

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

## Attendance

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

**Staff:** Eden Dahlstrom, Susan Grajek, Nicole McWhirter, Mairéad Martin, Karen Mateer, Stacy Ruwe, Catherine Yang

## Monday, November 30, 2020

The meeting convened at 12:04 p.m. Board Chair Michele Norin reviewed the day's agenda for the meeting and welcomed Sharon Pitt, who is attending her first board meeting.

## Strategic Planning

O'Brien began the update on the organization's strategic planning efforts with a final report on the 2017–2021 strategic plan, which the board supported closing out a year early due to shifting priorities brought about by the COVID-19 pandemic. O'Brien provided a recap of the substantive work and successes in the areas of personalizing the member experience, reimagining professional learning, and expanding partnerships. In answer to a question about measuring progress, O'Brien reminded the board that we do a member satisfaction survey every other year, have recently rolled out engagement dashboards that help to assess the level of organizational and individual member involvement, and report on KPIs quarterly. Catherine Yang added that we have a better understanding of email consumption now, and rates show a higher rate of consumption and with a wider audience. Regarding the progress in personalizing the member experience, Yang added that our current level of personalization is primarily handled through built-in AI, automated emails, etc., based on member responses and actions. Regarding accomplishments in the "reimagined professional learning" goal, O'Brien highlighted the creation of the Senior Directors Institute and other Institute Programs; the implementation of the new mentoring platform; EDUCAUSE Academy and the Learn and Advance hub; partnering with the University of Nebraska to host the Women Advance IT conference; and creation of the Young Professionals Advisory Committee. Sharon Pitt asked a question about

the status of the Hawkins Leadership Roundtable, which was moved to the parking lot for later discussion. Under expanded partnerships and collaboration, O'Brien cited our increased partnerships with other major presidential and peer associations to work on research, advocacy, and content; launching of the Dx: Digital Transformation initiative and the EDUCAUSE Ambassador Program; creation of the Corporate Membership Advisory Committees (CMAC) and expanded offerings of campus and industry webinars and a corporate research program; initiation of the institution-vendor engagement strategy; and the DEI Task Force, which was made an on-going advisory committee.

O'Brien then provided an overview of an interim strategic plan that will serve as the primary planning document guiding the organization's strategic direction over the next two years. The plan focuses on three areas: 1) financial stability, 2) member experience, and 3) member engagement. O'Brien walked through each goal, outlining a series of objectives and strategies that had been identified for each, as well as Year 1 success measures and overall critical success factors. The board will be updated on progress made toward these priorities on a quarterly basis.

*McIntosh moved to approve the 2021–2022 interim strategic plan. Mark Roman seconded. The motion was approved.*

## EDUCAUSE “Expo”

O'Brien introduced the concept of the “Expo,” a working title for an idea that has emerged for offering a consistent and sustained opportunity for engagement with corporate partners while providing a better experience for our members. The “Expo” is made up of “showcase” events which combine content, products, programs, and experiences around a single theme that will be relevant to members and responsive to emerging trends. Topics will be fresh and provocative to generate interest by both participants and sponsors. Each thematic series of events would be kicked-off with a president's “homepage” column, and topics will ideally incorporate or be tied to the Top 10 IT issues. The ensuing discussion focused on the opportunities for leveraging existing content; the time frame and duration of the showcases and whether they would be open to both members and non-members; the idea of limiting the number of showcases so that they are consistently high-quality; strategies for generating programming ideas; and issues and opportunities involved with corporate support and sustainability. O'Brien commented that 2021 won't be the full expression of what is possible, but it will be a great start, and he thanked the board for their ideas and feedback.

## Director At-Large Appointment

Board Vice Chair Sue Workman reviewed the process for making at-large director appointments. Workman shared that the Governance Committee met prior to the board meeting and examined current board demographics, focusing on geographical distribution, institutional size, consideration of non-CIO roles, and DEI. Workman thanked the board for providing names for consideration and shared that 20 individuals were reviewed by the committee. After considering the board demographic makeup and the candidates' level of engagement, the list was narrowed down to three candidates. Workman summarized each candidate's qualifications. Board members cast their votes for their preferred candidate, and one individual was chosen.

*Having been nominated by a member of the EDUCAUSE board, the board moves to appoint Cheryl Washington to serve in the capacity of Director-at-Large on the EDUCAUSE Board of Directors for a term not to exceed four years.*

*Amelia Parnell moved to approve the appointment of Cheryl Washington. McIntosh seconded. The motion was approved.*

## Board Officer Election

Norin reminded the board that the solicitation for nominations for officer positions took place in the weeks leading up to the meeting and called calling for any further nominations. Hearing none, she reminded everyone that only those who are continuing in board service following this meeting are eligible to vote.

*The following slate of board officers, who will serve in these positions from December 2020 until new officers are elected in October 2021, is put forth to the board for approval: Sue Workman (chair), Keith McIntosh (vice chair), Elias Eldayrie (treasurer), Jennifer Sparrow (secretary).*

*The motion was approved.*

## Finance/Investment Committee Recommendation

Ruwe reported that the Finance/Investment Committee met to discuss information that was brought forward at the November 16 board meeting and developed the following 2021 budget assumption recommendations: a 5% decrease in membership, with no dues increase or changes in the member dues model. The committee also recommends deferring any update to the Carnegie Classification used to calculate dues until 2022. As additional context, Ruwe explained that since classification changes can affect the dues of many of our members, we will provide sufficient advance notice when we enter the renewal cycle during which the classification changes will go into effect. Ruwe also reported that the list of non-renewing

members has been updated and asked board members to make any contacts prior to the end of December if possible.

## New Business/Open Discussion

O'Brien reviewed upcoming meetings, including the Annual Business Meeting and 2021 board meetings. In addition, Nicole McWhirter shared that the post-meeting assessment will include a question for board members' committee preferences to help determine committee assignments. In addition, the Nominations and Leadership Development Committee will hold a Member QuickTalk on board service in January, and McWhirter solicited any board members who would like to participate as a speaker. O'Brien highlighted an achievement award given to an *EDUCAUSE Review* article on the difference between emergency and remote teaching.

## Parking Lot

Workman reviewed the parking lot items from the meeting. Regarding Pitt's question about the Hawkins Leadership Roundtable, Dahlstrom commented that the Roundtable was suspended for 2020 due to the virtual conference and more information is forthcoming for 2021.

Regarding the Expo idea and Eldayrie's comment on reimagining corporate sponsorship, O'Brien suggested that we retain this item for the Spring 2021 board meeting. In the meantime, the executive team will take this under advisement.

## Round Robin

O'Brien spoke for EDUCAUSE in thanking the three members completing their term of service—Michael Berman, Joe Moreau, and Michele Norin—for their many remarkable and lasting contributions to the board and our community. He gave special consideration to Norin for her leadership as chair in a time of great change in board processes and challenges brought about in a year with both a pandemic and financial challenges. Board members added their praise for the contributions of these three members.

## Adjourn Meeting

Norin concluded with a final thank you to the group, and the meeting was adjourned at 4:00 p.m.