
Minutes of the Regular Session of the EDUCAUSE Board

Tuesday and Wednesday, February 26–27, 2019, Washington, D.C.

Note: All times listed are eastern time (ET)

Attendance

Board members attending: Hilary Baker, Raechelle (Rae) Clemmons, Elias Eldayrie, Barron Koralesky (*Secretary*), Edward (Ed) Leach, Keith (Mac) McIntosh (*Treasurer*), Joseph (Joe) Moreau, Michele Norin (*Chair*), John O'Brien (President and CEO; *ex officio*), Loretta Parham, Louis Soares, Sue Workman (*Vice Chair*)

- **Board members absent:** Carol Smith
- **Staff attending:** Eden Dahlstrom, Susan Grajek, Mairéad Martin (remotely on Tuesday), Nicole McWhirter, Stacy Ruwe, Catherine Yang, Jarret Cummings (for the Policy Q&A on Wednesday)
- **Guests attending:** Joshua Ulman, President, and Kathryn Branson, Associate, Ulman Public Policy (for the Policy Q&A on Wednesday)

Tuesday, February 26, 2019

Call to Order

Board Chair Michele Norin called the meeting to order at 1:24 p.m. She began by offering some brief welcoming remarks, including high praise for the recently released *EDUCAUSE Review* Special Report “Top 10 IT Issues 2019: The Student Genome Project,” calling it the “best *ER* issue” she has seen and offering words of appreciation for the new CIO Newsletter. On the latter she noted that the board would have an opportunity to provide thoughts and feedback on the newsletters, and encouraged them to do so, a bit later in the afternoon when Vice President of Digital Content and Communications Catherine Yang provided an update on her area’s work.

New Approach to Board Meeting Materials and Presentations

Norin began by reviewing the “new approach” to the board meeting, including an intentional focus on strategic topics, and thanked the EDUCAUSE staff for working toward these changes. While the board still welcomes updates from the staff and recognizes that there is still routine work that they need to complete during their time together, the focus on developing the agenda will be to highlight and elevate strategic discussion. This will require a shift in the balance of the meeting—from repeating what is in the written materials to reporting on key highlights and generating discussion—guided by a 30/70 ratio (30% presentation, 70% open discussion). A “parking lot” will be used for topics that arise but are not on the agenda, and time will be set aside at the end of each day to address and decide if the topics are still important and how best to handle each item. Norin opened the floor up for comments/discussion on

this topic. The overall response was very positive, and the board thanked the staff for listening to them and making changes in alignment with their feedback.

Approval of Meeting Minutes

Loretta Parham moved to approve the meeting minutes from the December 4, 2018, virtual meeting. Sue Workman seconded. The motion passed unanimously.

President's Report

John O'Brien and members of the executive staff presented a status report on association activities and priorities since the last board meeting. O'Brien provided a brief overview of the topics he covered in the written materials, including updates on the International Task Force; the AIR-EDUCAUSE-NACUBO joint analytics statement; diversity, equity, and inclusion initiatives; and the Young Professionals Advisory Committee (YPAC). The discussion that followed focused on the analytics statement, with Raechelle Clemmons seeking to understand the purpose and end goal of the statement. O'Brien shared that analytics work on campuses has stalled, and the statement is meant to energize and push initiatives forward. Keith McIntosh, who serves on the group drafting the statement, emphasized the collaborative approach and cross-disciplinary nature of the work being done. Joseph Moreau tied the statement and the work being done to the digital transformation (Dx) initiative. Susan Grajek shared that the statement would be released at the Enterprise Summit. The board agreed that it would be good to see an early draft to provide more clarity as to what the statement is accomplishing.

Vice President of Business Services and CFO Stacy Ruwe provided the board with a high-level review of what is going on in her areas, including sharing hiring statistics and providing an update on the recent implementation of the Newton applications tracking system; reporting on recent work being done to educate the corporate community about our institutional members and their needs; and updating the board on the enterprise risk project. Hilary Baker thanked Stacy for the richness of the data provided. Barron Koralesky requested that total FTE and net change be included in future reports about staff turnover, as it is good information to have, and Moreau asked if a correlation existed between distributed staff and lower retention. Ruwe noted that higher turnover occurs in the distributed population and tabled the discussion as to why to the following day, when the staff satisfaction survey data will be reviewed.

Vice President of Professional Learning Eden Dahlstrom began by reporting on the success of ELI 2019, which had taken place in Long Beach, California, the week prior. She shared that the 2019 meeting was the second largest ELI event ever, with 678 registrants. Braintdate—introduced at the 2018 Annual Conference and continued at ELI—was a great success, with over half the attendees logging in to the app to set up meetings. Postmeeting survey data will provide more information on how these changes were perceived. Continuing a focus on events, Dahlstrom provided an overview of the initial debrief that her team had received from consultants and process improvement specialists Velvet Chainsaw Consulting (VCC) and shared their feedback on what EDUCAUSE does well and what it needs to work on.

Vice President of Digital Communications and Content Catherine Yang shared with the board recent changes to *EDUCAUSE Review*, specifically, that it has gone from six to four issues per year, but noted that special issues, such as the recent one on Top 10 IT Issues, offer an opportunity to provide additional content. In addition, she spoke about the new targeted newsletters that started to go out to members last week. Immediately following the release of this week's CIO newsletter, which focused on DEI, there was an increase in signatures to the [CIO DEI statement](#). Yang also noted significant improvements to the page-load speed of the EDUCAUSE website.

Chief Information Officer Mairéad Martin provided an update her team's implementation of the Moran Technology Consulting report recommendations. She shared that they have been making real progress on the shift toward service orientation and are close to completing their first draft of a service catalog. The team is also making steady progress on modernizing infrastructure, which will be a 12–18 month project focusing on security priorities. Martin also noted that the attention on process improvements and focus on policy have been well received not only by her team but also by EDUCAUSE staff overall. The board recognized the IT team and Martin's leadership and congratulated them on the speed of overall improvements.

Vice President of Communities and Research Susan Grajek provided the board with a high-level overview of the major research and publications that her team is working on in 2019, highlighting a new approach to Top 10 IT issues, the IT workforce landscape report, the strategic technologies and trendwatch, and the *Horizon Report*, noting that, although similar, EDUCAUSE will continue to produce the last two for the time being since they are different enough. Louis Soares asked Grajek to identify which publications are intended for non-CIOs. Grajek responded that both the *Horizon Report* and Top 10 IT Issues would likely be of most interest to non-CIO institutional leaders. Soares added that if EDUCAUSE is serious about connecting with institutional leadership, we need to make it clear how these reports meet the needs of non-CIOs. Baker suggested creating a personalized newsletter for institutional leadership (and Yang shared that it is something her team is currently planning), while Clemmons suggested having key takeaways for institutional leaders as a standard part of all EDUCAUSE reports. Norin commented that while she likes the idea of a newsletter for presidents, she does not know if it would be read and instead suggested that we focus on getting EDUCAUSE content inserted into what they are already reading, such as the *Chronicle*. Grajek also shared information on the upcoming Convergence Forum, which is aimed at getting CIOs, CBOs, and presidents in the room together to talk about strategic issues.

2019 Organizational Goals: Status Updates

O'Brien provided the board with an update on the 2019 organizational goals sharing that, overall, things are going really well. Specifically, O'Brien talked about the community platform, noting that it has been put on hold briefly while we work out resource constraints and continue discussions around how it will interact with the digital learning platform. O'Brien also shared that slight changes had been made to the language of Goal 1.4, Members Engagement Strategy, to better represent what the organization believes it can accomplish this year. Finally, O'Brien shared that the DEI Advisory Committee

membership has been selected, including Cheryl Washington as chair and Clemmons as the board representative.

Opening up for discussion, McIntosh noted that while reading the dashboard he found it challenging to determine which goals had already been completed and suggested that time frames be added to the report to help the board clearly understand the status. A broad consensus was reached around this request, with board members agreeing that some indication of time frame and percentage complete be added.

Clemmons also noted that for future goal development, we should avoid the current mix of outcomes, tasks, KPIs, and such in the “measures.” It was agreed that we would consider this when framing goals for 2020.

Policy Update and Q&A

Senior Advisor for Policy and Government Relations Jarret Cummings started with an update on the .edu fee increase request, which was first submitted to the National Telecommunications and Information Administration (NTIA) back in 2017 and will likely be decided on soon. Cummings reviewed .edu fee increase request, including its history and purpose, for the motion being put before the board as requested by the NTIA. It was also noted that, if approved, this will be the first increase in the fee since NTIA gave EDUCAUSE authority to levy a .edu domain name registration fee in 2006

Elias Eldayrie moved to approve that the EDUCAUSE board, which broadly reflects the diverse community of US-based, postsecondary institutions that are eligible for .edu registration, and reaffirms its approval of the association’s request to the NTIA to increase and subsequently maintain the .edu registration fee based on the total cost of domain operations, given the negligible financial impact of this change and the benefits to registrants it enables. Moreau seconded. The motion passed unanimously.

Cummings, joined by Josh Ulman and Katie Branson, both of Ulman Public Policy, led an open Q&A for the board around higher education– and technology-related policy issues, including digital privacy regulations, net neutrality, and reauthorization of the Higher Education Opportunity Act.

Review of Parking Lot Items

Due to timing, review of the parking lot was moved to Wednesday morning.

Temporarily Adjourn

The meeting was temporarily adjourned at 4:43 p.m.

Wednesday, February 27, 2019

Call Meeting to Order

Board Chair Michele Norin called the meeting to order at 8:04 a.m. She opened the meeting with reflections on the previous day, reviewed the agenda, and shared that the day would begin with a review of the parking lot items from the previous day.

Review of Parking Lot Items

- **Further explore analytics.** After a brief discussion around the current state of analytics on campuses, the role of EDUCAUSE regarding analytics, and specifically the joint analytics statement between AIR, EDUCAUSE, and NACUBO, it was decided to return to the topic at the June board meeting. Specifically, Grajek and McIntosh would facilitate a board conversation around the role of EDUCAUSE with regard to analytics.
- **Parse the Velvet Chainsaw Consulting report.** The board requested that Eden Dahlstrom provide a high-level summary of VCC's findings, her interpretation of those findings, and how she plans to use them. This should be included in the written materials for the June meeting.
- **Analyze Gen Z/Millennials' communications techniques and challenges.** Catherine Yang will be doing a deep dive into personalization in June and will include this topic in her session. It was recommended that she seek input from YPAC, and a request was made for clear definitions around what is meant by Gen Z.
- **Recalibrate organizational goals report to show progress and time frames.** Nicole McWhirter will work on adding the percentage complete and some indication to show when a goal/task has been completed to the report that will be provided to the board in June.

Once the items were all reviewed, conversation turned to general thoughts on the parking lot and future meetings. General consensus was that everyone liked the parking lot and would like to continue the practice of using it. O'Brien suggested and the board agreed that the initial hour of the second day of a two-day board meeting should be used to recap/reflect/discuss the previous day, review the parking lot, and consider topics from the previous day requiring deeper consideration.

Trimester Financial Report

Ruwe reported on the financial status and health of the organization, sharing that, overall, EDUCAUSE is in a healthy financial condition. Ruwe shared that EDUCAUSE underspent its budget in 2018 for a variety of reasons, including salary savings from vacancies, while increasing revenue more than anticipated, resulting from higher-than-expected membership growth and stronger-than-projected corporate sponsorships. On the flip side, investment income came in at a loss of \$1.4M, in line with how the markets did in general. The board thanked Ruwe for providing materials that are both clear and at the right level.

Board Treasurer McIntosh reported out on the work of the Finance/Investment Committee. He began by thanking Clemmons, Moreau, and Ed Leach for their work on the committee as well as Ruwe and EDUCAUSE Controller Alex Alavi for their continued support. McIntosh shared that reserves are within the 6–12-month level and that investment allocations align with the Investment Policy Statement (IPS).

Baker asked whether, given the volatile market, plans were needed to recalibrate investments. Ruwe shared that Finance/Investment Committee has selected an investment portfolio where the risk level is currently moderate, with a diversified portfolio to mitigate some of the market volatility. McIntosh added that the committee endorsed investment advisor Merrill Lynch's recommendations to add a new asset class in private equity to further diversify our portfolio.

Finally, both Ruwe and McIntosh asked for volunteers to serve on the Audit Committee. Eldayrie and Loretta Parham both stepped forward to serve. O'Brien thanked them for their willingness to serve in this important fiduciary role.

Membership Update

Ruwe shared with the board data on membership, including growth rates. Specifically, she pointed out a 2% growth in member count across all member categories between 2017 and 2018. In response, Soares asked if a preference exists for growth with regard to categories. Ruwe noted that a different group may be highlighted each year (this year community colleges has been a focus for the membership division) and further noted that large research institutions bring in the majority of our dues.

Ruwe also reviewed the proposed dues increases for 2019–2020, mentioning that the requested increases have not changed since the board reviewed them at the December virtual meeting.

McIntosh moved to approve the proposed dues rates for July 1, 2019. Soares seconded. The motion passed unanimously.

Opening up the conversation to any of the information provided to the board in the written materials, McIntosh keyed in on the market share rates reported, noting that they look good but wondering how we can do better with Associate's (AA) institutions. Brief discussion followed about how to raise value for community colleges and how to communicate member value overall to all categories of members, including recommendations to have a stronger member development process, to conduct exit interviews in order to understand the issues around members who leave, and to use a more personal approach by meeting people on campuses. Board members expressed an interest in making calls to advocate for membership and to help us craft value messages if these approaches would be helpful.

EDUCAUSE Bylaws Review and Approval

O'Brien opened up the discussion about the proposed bylaws by reviewing the questions that were submitted ahead of time by Clemmons regarding the wording around attendance policy and whether or not it made sense for committee meeting attendance to be included in that count. Brief conversation regarding the clarification of language of attendance policy ensued.

McIntosh moved to approve the proposed changes to the EDUCAUSE bylaws, with the provision that the board policies stipulated in the new bylaws will be brought before the board for review and approval. Baker seconded. The motion passed unanimously.

Following the vote, the board thanked former board member Kay Rhodes for her leadership of the ad hoc committee of the board on bylaws.

EDUCAUSE Policies

Director of Board and Enterprise Planning Nicole McWhirter provided the board with an overview of the EDUCAUSE policy landscape and shared information around the typical types of policies commonly found at similar organizations—board, financial, and employee. Work on developing sound financial and employee policies has been done over the past several years, and an example of this work is the *EDUCAUSE Employee Handbook*. Similarly, EDUCAUSE is working toward developing a board policy and procedure manual in which all specific board policies, procedures, and process will be compiled and regularly reviewed and updated. McWhirter shared that the next step now that the updated bylaws have been approved is to move details and content out of bylaws that are better suited as policies, as well as the development of specific policies per bylaw language. McWhirter reminded the board of the two policies—membership and IPS—that had been provided to them in the written materials and noted that the board is being asked to approve them at today’s meeting. McWhirter shared that additional policies would be brought forth to the board for approval at the June and October meetings, with the goal of having a complete board policy and procedure manual ready for new board member orientation by October. The intent is that once all new board policies are initially approved, each policy will be reviewed once within a three-year period on a regular schedule, unless changes need to be made earlier.

With regard to the membership policy, discussion among the board centered on section IV, which focused on retired members. The board also expressed an interest in this policy eventually covering members who are between jobs. Moreau suggested approving the membership policy as written but coming back to it later when it is determined how best to deal with individuals who are no longer affiliated with an institution. An informal “EDUCAUSE alumni” group convened by O’Brien, and on which he serves, is currently considering these and related topics.

Moreau moved to approve the membership policy. Leach seconded. The motion passed 9–2, with the understanding that the policy will be brought back to the board with changes based on recommendations from the alumni group on how to handle retired members and for clarity regarding individuals between jobs.

Parham moved to approve the IPS. Clemmons seconded. The motion passed unanimously.

Guest Speaker: Jim Fong, [UPCEA](#)

Jim Fong, chief research officer at UPCEA, the association for professional and continuing education, spoke on “the convergence of a new economy, emerging demographics, higher education, and the demand for technology workers.”

Preparing the Workforce for Reimagined Learning

Dahlstrom led the board through an engaging activity to reflect on career/leadership trajectories and the role that professional learning (PL) played. Dahlstrom shared efforts to modularize EDUCAUSE Institute programs, updates on badging/microcredentialing plans, and ways that EDUCAUSE is working to empower members to track their own paths and progress. Dahlstrom led the board through a role-storming activity where participants were asked to reflect and report on PL needs and experiences for directors, managers, leaders, etc.

Annual Staff Survey Results

Ruwe shared the results of the EDUCAUSE annual staff satisfaction survey—and the markedly higher staff satisfaction improvements in many areas and a 10% increase in satisfaction overall.

Review of Parking Lot Items

- **Paywall and related thoughts around member value.** The board asked for benchmarks with regard to paywall approaches at similar associations, wanting to better understand what is and what isn't currently behind the paywall. The conversation turned from paywall specifically to member value and how the organization is marketing more generally. The board requested that staff share information on how we are telling the story about member value (the Membership Team and Marketing). Baker, Moreau, and Norin agreed to work with Membership and Marketing on the messaging on member value before the upcoming dues renewal May 1. Separately, the board wanted the Membership Committee to work more deeply on this issue of member value.

Before the meeting was adjourned, Norin asked the board to spend a few minutes reflecting on the past two days and share any departing thoughts. As each board member spoke, the following themes emerged: high praise for the chair and her leadership, respect and camaraderie among the board members, and strong support for the new approach.

Adjourn Meeting

The meeting was adjourned at 3:25 p.m.

Executive Session

Board members present: Michele Norin, Elias Eldayrie, Loretta Parham, Hilary Baker, Rae Clemmons, Ed Leach, Joe Moreau, Sue Workman, Mac McIntosh, Barron Koralesky, John O'Brien (ex officio)

Board members absent: Louis Soares, Carol Smith

Executive session called to order at 3:28 p.m.

Discussion about the membership structure and feedback.

Meeting adjourned at 4:03 p.m.