Minutes of the Regular Session of the EDUCAUSE Board

June 26 and 27, 2018—Boulder, CO

Note: All times listed are mountain time (MT)

Attendance

Board members attending: Hilary Baker, Barron Koralesky (Secretary), Ron Kraemer, Edward Leach, Keith McIntosh, Joseph Moreau, Michele Norin (Vice Chair), John O'Brien (President and CEO), Kay Rhodes (Treasurer), Jack Suess (Chair), Sue Workman

Board members absent: Loretta Parham

Staff attending: Eden Dahlstrom, Joanne Dehoney, Susan Grajek, Stacy Ruwe, Catherine Yang; Karen Mateer; Malcolm Brown

Guests attending: Jon Hockman, McKinley Advisors

Tuesday, June 26

Call to Order

Board Chair Jack Suess called the meeting to order at 8:00 a.m. and announced that a quorum of directors was present. President John O'Brien offered a special welcome to Vice Presidents Eden Dahlstrom and Catherine Yang, who are new members of the EDUCAUSE Executive Team, and Jon Hockman, a principal with McKinley Associates and facilitator for the board retreat. Suess recognized the significant contributions of Ron Kraemer, who will be retiring from the University of Notre Dame at the end of this month, and EDUCAUSE Vice President Joanne Dehoney, who is retiring in July.

Approval of the Agenda

Suess called for a motion to approve the agenda; Norin so moved, Leach seconded, and the motion was unanimously approved.

Board Retreat

Jon Hockman facilitated a review and discussion of board health, effectiveness, and culture with the board members; members of the executive team exited the meeting for this session. Jon and board members reviewed the results of the Board Source survey tool to assess board health that indicated a strong and effective board. The subsequent discussion

centered on board committee structure and a discussion of ways to encourage engagement of directors between board meetings.

Strategic Priorities: Context and Trends Identification

The board considered several contextual matters in preparation for discussion of each strategic priority.

Orientation to priorities. Dehoney provided an overview of the discovery and planning process used to develop the priorities as background for those who were not on the board at the time the priorities were established. Hockman then facilitated a brief, high-level discussion of progress to date against the goals underlying the priorities. Board members strongly reaffirmed the strategic directions and necessary foundational work to support continued progress.

2018 member survey. O'Brien presented results from the 2018 EDUCAUSE Member Satisfaction Survey, noting (1) the high levels of general satisfaction among members, (2) the compelling evidence of support for the new member model, and (3) the high value members place on signature products such as top 10 research, *EDUCAUSE Review*, and EDUCAUSE communities and networks. O'Brien turned to the areas of opportunity for improvement most frequently cited by respondents, focusing the discussion on the member experience with website and discoverability of EDUCAUSE resources and the Core Data Service (CDS) interface. O'Brien outlined the steps we will be taking to improve website responsiveness and navigation, including an evaluation to assess baseline performance and initial areas for improvements, the creation of a content delivery-caching network, and continued planning and monitoring to improve wayfinding and user-centered navigation. The board expressed their support for this plan.

Trends. Hockman introduced the "Foresight" instrument developed by the American Society of Association Executives (ASAE) to identify and describe 41 critical trends influencing the association sector. Board discussion centered on a subset of six topics: diversity, equity, and inclusion (DEI); next-generation professionals; disruption in the higher education sector; microlearning; data ownership; and structural changes in the national workforce. Board members discussed the impacts of these trends on members and the association, along with the level of preparedness required by EDUCAUSE to address the trends. The discussion reaffirmed the elevated attention the association is placing on professional learning and on young professionals, and the board encouraged EDUCAUSE leaders to continue these efforts and to share our lessons learned broadly with the community.

[LUNCH]

Strategic Priorities Review and Discussion: Reimagined Professional Learning

O'Brien welcomed Dahlstrom to her newly assumed role of vice president of professional learning before turning the review of the professional learning area over to its previous executive lead, Susan Grajek.

Grajek presented an overview of area goals and midyear progress report on innovations, experimentation, and investments in the area of professional learning, highlighting:

- The digital learning platform currently being contracted for 2019 release

- The EDUCAUSE Encore! series to provide postevent online access to popular sessions from major EDUCAUSE conferences

- Braindate, a service that will match members at selected EDUCAUSE events to facilitate connections and conversations on any topic or area of common interest

Grajek described the mentoring pilot projects held at various EDUCAUSE events this year and plans for growing traditional mentoring and peer-mentoring opportunities. She concluded her overview by updating the board on the Higher Education Convergence Forum, a new senior leader–oriented event EDUCAUSE is offering in partnership with Deloitte, to launch in Toronto, Canada, in June 2019.

Through a carousel activity, the board explored three areas of development related to professional learning that are under consideration for 2019: the annual conference as a platform; regional strategy; and professional learning for EDUCAUSE subcommunities.

Conferences as a platform. Using EDUCAUSE's conference and events as platforms could be a way to increase partnership and corporate affiliations while decreasing staff time spent in conference programming. Co-locating events at or near our F2F events with coordinated efforts to supplement our programming, integrating external programming into our events, or hosting events within events were a few ideas that surfaced during this session. The board encouraged further exploration of conferences as a platform.

Regional strategy. The board suggested revisiting the original purpose of the regional conferences and assessing the extent to which EDUCAUSE is meeting member needs for professional learning outside of current offerings. Developing a strategy around meeting members' professional learning, professional development, and networking needs "more locally" was strongly encouraged. Using models from ACE's regionally distributed, topic-specific events and NERCOMP's locally hosted and sourced events, EDUCAUSE is exploring ways to extend the reach of our professional learning portfolio and network impact to geocommunities. The Professional Learning team is working collaboratively with the Membership team to develop a formal regional strategy that involves locations hosted by member institutions or corporate partners. This work promises to unify EDUCAUSE's

strategic priorities to reimagine professional learning while expanding partnerships and collaboration.

Professional learning for subcommunities. The board suggested exploring multievent, multiyear professional learning experiences for members and mapping their learner journey in a digital learning platform. The board discussed the need for a "senior leader experience" to keep our most influential members engaged in professional learning. They also recognized great potential for community-specific professional learning experiences (e.g., analytics, information security, enterprise architect, student success) to bond members socially through cohort programs (e.g., Frye).

Strategic Priorities Review and Discussion: Expanded Partnerships and Collaboration

Dehoney framed the discussion of partnerships and collaboration by reviewing the association's 2018 efforts in these areas and highlighting the work of the Diversity, Equity, and Inclusion Task Force, whose report will be ready later this summer. She introduced two topics for board discussion reflecting areas of development for 2019: a refactored approach to trends research, and the development of an international strategy for the association.

Grajek provided an update on the New Media Consortium (NMC) integration project, the production of the *Horizon Report,* and plans to blend NMC and EDUCAUSE approaches into EDUCAUSE existing trends research. In board discussion facilitated by Hockman, the board recognized the potential synergies between the community-centered and crowdsourced Horizon methodology and the survey and expert-panel based EDUCAUSE top 10 methodology and encouraged Grajek to preserve the NMC brand/look and feel. Koralesky, Baker, Suess, and Workman suggested that EDUCAUSE increase its communication with the NMC community about its plans for the *Horizon Report* and suggested revising the proposed timeline for integrating the products. Grajek agreed to return to the board with a revised plan. [Grajek's revised plans for the *Horizon Report* were subsequently shared online here.]

Hockman facilitated a board conversation about international strategy. The board agreed that international engagement benefits the field and U.S.-based members, citing institutional international engagement and DEI as direct corollaries. Discussion highlighted that international members may be supported within EDUCAUSE channels through content personalization efforts under way for all members. Baker observed that U.S.-based EDUCAUSE members who have roots in other countries are an often-unacknowledged resource for contributing to the development of an international strategy. The board concurred with O'Brien's suggestion to charge a member task force to identify goals and objectives for EDUCAUSE international engagement. The board discussed this task force

being launched at the annual conference in Denver, and Baker agreed to be a board representative on the task force.

The board entered executive session at 4:35 p.m., which adjourned at 5:26 p.m.

Recess

Suess called the meeting in recess at 5:30 p.m.

Wednesday, June 27

Reconvene

Suess reconvened the meeting at 7:45 a.m. on Wednesday, June 27.

As follow up to the board self-analysis exercise and discussion from Tuesday morning, Koralesky offered a motion to create two new ad hoc board subcommittees: one for bylaws, to be chaired by Rhodes and with members Baker, Leach, and McIntosh; and one related to board leadership development, to be chaired by Koralesky and with members Moreau and Workman. [The focus of the second subcommittee was subsequently expanded to encompass re-envisioning the Nomination Committee into a broader association service and leadership development role to ensure that board composition appropriately represents our membership, embraces DEI, and seeks to engage the community in ways that encourages them to seek out participation.] Koralesky's motion was seconded by Workman. The motion was unanimously approved. The board will consider recommendations of these subcommittees at a special virtual board meeting in September [subsequently scheduled for September 11, 2018].

Strategic Priorities Review and Discussion Continued: Personalized Member Experience

O'Brien provided a framework for understanding the personalization priority, highlighting the way the goals work independently and as a whole to enable a personalized experience for members, and providing an overview of 2018 goals and progress. Hockman moderated a discussion about general progress toward the personalization priority in which board feedback generally concurred with the directions under way. O'Brien set the stage for two detailed discussion topics: content personalization and breadth of topical focus in academic areas.

O'Brien introduced Catherine Yang in her new role as vice president of digital communications and content. Yang presented an approach to content personalization that refines communications with members based on stated, observed, and contextual data and

builds services out to audiences in an iterative fashion, beginning with the senior IT leaders/CIO audience. She provided examples of work currently under way to increase frequency and relevance of emails that senior IT leaders/CIOs receive, and described work occurring between now and the annual conference to develop a customized area on the EDUCAUSE homepage for CIOs, help attendees navigate the conference with personalized suggestions, and migrate EDUCAUSE newsletters to shorter and more frequent compilations organized by role and interest area. Yang also touched on future directions for content personalization. Yang noted that the new EDUCAUSE privacy statement, designed to be in alignment with GDPR and to evolve with our personalization program, provides extensive detail on the member data used for personalization.

Hockman facilitated a board discussion about the level of personalization that EDUCAUSE is undertaking and whether it strikes the correct balance in terms of meeting member expectations and needs versus investment and intrusiveness. Board members generally agreed with the directions presented. They recommended a continued priority on transparency and clarity about how institutional member data is shared, and they expressed a strong desire for strong steps to ensure the security of member data. Board members noted the EDUCAUSE content personalization strategy is comparable to initiatives under way at colleges and universities and suggested sharing our lessons learned with the community. Norin suggested identifying the minimum viable solution for personalization, suggesting focus and prioritization and performing a risk assessment against it. The executive team agreed to place this work in the context of its risk management efforts more generally.

O'Brien introduced Malcolm Brown, director of learning initiatives, to the board. Brown and Dahlstrom acquainted the board with plans to organize services related to the academic mission into a program called Academic Community Programs, comprising three segments—Teaching and Learning, Research and Scholarship, and Student Success. The board provided feedback on partnerships, opportunities, and risks in each area, concluding that Student Success is the most critical of the three to grow and the place to prioritize initial efforts.

Agenda: Implications

Hockman recapped the topics addressed during the course of this board meeting and invited board members to identify the implications of the discussions for the association's priorities, foundations, and operations. Suess thanked the executive team for the detailed background on association activities against the strategic priorities and expressed appreciation for the progress made, some of it critical foundational work that is not easily observed. He noted that the self-assessment confirmed the collegial, committed, and effective culture of the EDUCAUSE board, and thanked the board members who

volunteered for the two ad hoc subcommittees. O'Brien clarified, and the board concurred, that these are unstaffed committees. Discussion turned to the topic of board engagement and balancing the desire for increased engagement opportunities for board members with potentially unintended consequences, such as undue or uneven influence on member committees. The group agreed to continue the discussion of board engagement at the September meeting in light of results of the postmeeting survey, which would canvas board opinion on levels and kinds of additional board engagement.

The discussion returned to NMC, and Grajek noted that she had already begun conversations with her team about rebalancing the integration process based on board feedback.

O'Brien agreed to draft a charter for the international task force for the virtual board meeting in September.

Suess wrapped up the retreat portion of the board meeting by thanking Jon Hockman for his effective facilitation.

President's Report

O'Brien and members of the executive staff provided an overview of activities since the last board meeting, summarizing participation at EDUCAUSE spring events, online events, and our Institute programs; previewing usability improvements to the CDS that members will experience in July; and describing the work and implications of the Digital Transformation Task Force. [Current info on the 2018 CDS survey can be found here.] O'Brien made note of continuing important work being done in the policy area and also highlighted the implementation of the Hubb program management software, which will be used to improve the conference proposal process for all EDUCAUSE events. He also presented a summary of his activities and outreach for this trimester and confidentially shared the names of the four individuals who will be recognized with the 2018 EDUCAUSE Leadership Award (two awardees), Community Leadership Award, and Rising Star Award.

Nominations Committee

Nominations Committee Chair Joseph Vaughan joined the meeting via video to describe the nominations and selection process used to determine the eight semifinalists whose names are being put forward by the committee. After discussion with the board and the executive team, the board entered executive session at 12:50 p.m. to select the four finalists to appear on the ballot in the upcoming election to replace the two members whose board service will end following the 2018 Annual Conference. Acting on a motion offered by Suess and seconded by Norin, the board voted unanimously to place the following four names on the ballot for the 2018 election.

- Steve Burrell, Northern Arizona University

- Raechelle Clemmons, Texas Woman's University

- Mark Roman, Simon Fraser University

- Carol Smith, DePauw University

Financial Reports and Updates

The business meeting reconvened at 1:20 p.m. to consider the sanctioned countries' policy and the appointment of a chief compliance officer for EDUCAUSE. Suess moved and Rhodes seconded the motion: *Be it resolved that the board adopts the Trade Sanctions Policy.* During discussion, Baker proposed and the board accepted a friendly amendment to include a link to the current list of sanctioned countries as opposed to listing them individually in the policy. The motion was unanimously approved. McIntosh moved and Kraemer seconded the motion: *Be it resolved that the board appoints Stacy Ruwe as Chief Compliance Officer for the EDUCAUSE association.* The motion was unanimously approved.

On behalf of the Audit and Risk Committee, Treasurer Kay Rhodes reported that the association received a clean audit from our new auditing firm, Clifton Larson Allen. She offered a motion *to approve the 2017 Form 990 as presented on June 27, 2018.* Baker seconded, and the motion was approved. In accordance with their research into best practices for nonprofit organizations, the Audit and Risk Committee recommended changing from a 6- to 9-month reserve target to a 6- to 12-month reserve target. Rhodes offered the motion: *Be it resolved that the EDUCAUSE target reserve level be set to six to twelve months of operating activity.* Workman seconded, and the motion was unanimously approved.

Ruwe updated the financial forecast for the association to meet the capital budget of $2.1M as well as the $2.1M operating budget. Ruwe also presented other standard financial reports for the association, along with reporting on the staff pension plan, the 990 tax return, the audited financial reports, and management reports. She then provided an update on our membership demographics, noting that early returns on membership renewals are exceeding expectations, especially in the categories of corporate, associates, and international institutions. Ruwe also provided an overview of a new KPI: the average page load in seconds for the EDUCAUSE website.

Suess called for a motion to adjourn the meeting. McIntosh moved and Moreau seconded, and the meeting adjourned at 2:20 p.m.