

Minutes of the Regular Session of the Board

October 30, 2017, Philadelphia, PA

Attendance

- **Board members attending:** Diane Graves, Bill Hogue (Treasurer), Barron Koralesky, Ron Kraemer, Edward Leach, Joseph Moreau, Michele Norin, John O'Brien (President and CEO), Kay Rhodes (Secretary), Tracy Schroeder (Chair), Jack Suess (Vice Chair)
- **Board members absent:** Reggie Henry, Keith McIntosh, Loretta Parham
- **Staff attending:** Joanne Dehoney, Susan Grajek, Thad Lurie, Stacy Ruwe; Karen Mateer; Meaghan Duff for the Professional Learning discussion
- **Guests:** Kim Cassidy, President, Bryn Mawr College; Gina Siesing, CIO, Bryn Mawr College

Call to Order

Board Chair Tracy Schroeder called the meeting to order at 8:05 a.m. ET, noting that a quorum of directors was present. She welcomed new board members Hilary Baker, Keith McIntosh (absent) Loretta Parham (absent), and Sue Workman, and acknowledged the contributions of Eric Denna, Diane Graves, and Bill Hogue, who, along with Schroeder, are completing their board service. She also recognized Michele Norin's contribution to the conference as chair of the 2017 Program Committee.

President's Welcome

President John O'Brien summarized the attendance statistics for the 2017 annual conference and referred to some of the highlights and new features at this year's event. He also provided an overview of some of this trimester's operational activities and accomplishments, including efforts to cultivate the community college sector and network with other associations.

2017 Goals Review

O'Brien reviewed the association's 2017 goals, covering highlights of accomplishments to date in support of our strategic priorities. Board members commended the work of John and the executive team to enact and promote the strategic priorities.

Trimester Financial Report

Ruwe provided a trimester financial report for the board, noting that the association is doing well financially, with no draw-down from reserves. She highlighted areas of savings that helped the bottom line and covered some areas of unanticipated spending. In terms of growth areas, Ruwe noted that the investment portfolio is tracking with the strong financial market, the virtual event participation is growing, and that membership renewals are tracking positively. In the first year

of the new combined member model, we exceeded predicted membership and revenue retention levels. Ruwe reported that overall membership revenue will still track below budget in 2017 due to delayed implementation of second .edu domain name functionality. Face-to-face events declined for some conferences and grew for others, depending on the nature, topic and location of the event.

On behalf of the Audit and Investment Committee, Ruwe report that EDUCAUSE has decided to move to a different audit firm, not because of dissatisfaction with previous firm, but because it is good practice to rotate audit firms every few years. Board has set a target of 6-9 months of reserves, which should be manageable even with investments directed towards our strategic priorities.

Membership Update and Membership Model Assessment

Ruwe provided an update on membership, recapping the board parameters for the new membership models, which included streamlining and simplifying the dues structure to be more secure, equitable, and inclusive. Among her highlights, as of the board meeting:

- 92% (now 94%) of members have renewed, exceeding our stated retention goal of 90%
- Transition plans helped 130 members

The board will continue to review the model in Q1 2018 in light of the full year one results.

EDUCAUSE Learning Initiative Directions

Vice President for Communities and Research Susan Grajek provided an update on the EDUCAUSE Learning Initiative, covering the history, role, and mission of ELI, which has focused on next-generation learning trends and innovation in the teaching and learning space. She observed that ELI has not reviewed its mission and functions since 2005 and that we will be convening an expert panel in December to discuss the EDUCAUSE and ELI role in addressing the breadth of the academic mission. Board comments and questions focused on membership at ELI events, and generated advice for incorporating partnerships and other perspectives (e.g., provosts, faculty, students, the K-12 sector) into our planning.

Reimagined Professional Learning 2018-2020

Susan Grajek introduced Meaghan Duff, the new EDUCAUSE senior director for Professional Learning, who presented the 2017-2021 Professional Learning strategy, including:

- The guiding principles for this work: delivering on our strategic priorities to develop a successful, high-quality professional learning program that addresses the needs of today's IT professionals
- Feedback gathered during the August 2017 expert panels on "Reimagining Professional Learning" and analysis of the current portfolio of programs
- The proposed Professional Learning plan, which focuses on rebuilding and improvement in 2017 and 2018, and emphasizes reinvention and personalization in 2019 and 2020
- A recommended staffing model and assessment of the organizational dependencies throughout EDUCAUSE, including Marketing, Conferences and Events, IT, etc., required to implement the plan successfully

The board generally concurred with the trajectory Duff described, emphasized the importance of delivering expanded program options beginning in 2018, and offered their support to implementing the plan.

Lunch Discussion

Kim Cassidy, president of Bryn Mawr College, joined the board for a lunch time presentation and discussion about the liberal arts sector of higher education. Cassidy was joined by Bryn Mawr CIO and director of libraries Gina Siesing.

2018 Organizational Goals

O'Brien presented a draft version of 2018 organizational goals for board review. The board generally supported the goals. Discussion centered on making professional learning the top priority for 2018 and minimizing the number of other goals. O'Brien concurred and committed to bringing final 2018 goals for board approval during the December virtual meeting.

Priority Projects: 18-Month View

O'Brien moved from 2018 organizational goals to a discussion of our priority projects over the next 18 months. O'Brien concurred with the general suggestion from the board that the project views be revisited in the context of specific related strategic topics as they arise in future board meetings.

Draft Three-Year Budget and 2018 Budget Assumptions

Ruwe presented a three-year financial plan based on three years of historical actual spending to forecast expected spending. The plan includes supplemental staffing and adds the 18-month projects with estimated costs and recoveries. Ruwe previewed the assumptions for the 2018 budget, noting that the board will receive the completed 2018 budget for review and approval at the December 19 virtual meeting.

Adjournment

The business meeting adjourned at 3:05 p.m. ET and the board entered executive session.

Executive Session

During executive session, the board completed a CEO performance evaluation and elected the following slate of 2018 board officers:

- **Chair:** Jack Suess
- **Vice-Chair:** Michele Norin
- **Treasurer:** Kay Rhodes
- **Secretary:** Barron Koralesky

The executive session adjourned at 4:00 p.m. ET.