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# Minutes of the Regular Session of the EDUCAUSE Board

October 29, 2018, Denver, Colorado

*Note: All times listed are mountain time (MT)*

## Attendance

- **Board members attending:** Hilary Baker, Raechelle Clemmons, Elias Eldayrie, Barron Koralesky (Secretary), Ron Kraemer, Edward Leach, Keith McIntosh, Joseph Moreau, Michele Norin (Vice Chair), John O'Brien (President and CEO), Loretta Parham, Kay Rhodes (Treasurer), Carol Smith, Louis Soares, Jack Suess (Chair), Sue Workman
- **Staff attending:** Eden Dahlstrom, Susan Grajek, Mairéad Martin, Nicole McWhirter, Stacy Ruwe, Catherine Yang, Karen Mateer

## Monday, October 29

### Call to Order

Board Chair Jack Suess made a motion to call the meeting to order at 8:01 a.m.; Keith McIntosh seconded, and the motion passed. Suess announced that a quorum of directors was present for the meeting and proceeded to offer an introduction and contextual overview of the meeting agenda. He welcomed the board's four new members, Raechelle Clemmons, Elias Eldayrie, Carol Smith, and Louis Soares, and acknowledged Kay Rhodes and Ron Kraemer, who, in addition to Suess, were completing their board service at this meeting.

### President's Welcome

President John O'Brien welcomed the group to the meeting and distributed copies of the association's strategic priorities document along with optional materials, including a brief demographic survey, which mirrors new questions included in EDUCAUSE member profiles, and the CIO DEI support ribbon that is being offered to conference attendees this year.

### 2018 Organizational Goals Review

O'Brien led a review of the association's 2018 goals, noting progress and accomplishments to date in support of the organization's strategic priorities. Suess provided additional

background and context, sharing what led EDUCAUSE to undertake the strategic planning process in 2016 that resulted in the three main pillars to drive change in the association: personalization, professional learning, and partnerships. Board members praised the efforts of John, the executive team, and the EDUCAUSE staff to advance the association's strategic priorities.

## 2019 Organizational Goals Review and Approval

O'Brien and members of the executive team reviewed the proposed organizational goals for 2019 within the framework of the association's strategic priorities. Highlights included:

- **Personalization:** continue developing personalized email and web communications; launch a community platform to provide additional functionality to support the work of our members and community groups; continue improvement of the member experience through enhanced analytics and feedback mechanisms
- **Professional Learning:** implement a digital learning platform to increase capacity, both synchronous and asynchronous, of our professional learning programs; deploy professional learning resources in support of the leadership pipeline
- **Partnerships and Collaboration:** establish EDUCAUSE as a leader in the area of digital transformation (Dx); provide curated resources to c-suite leaders; continue implementing key findings of the DEI Task Force
- **Foundational:** assess options and products to improve the experience for board members; review and incorporate the work of the two ad hoc subcommittees on bylaws and nominations undertaken in 2018; develop a cross-organizational enterprise risk management framework

Board members expressed support for these goals, noting an understanding that a certain percentage of this work will continue beyond 2019.

## President's Report

O'Brien introduced two new members of the EDUCAUSE executive team, Mairéad Martin, CIO, and Nicole McWhirter, Director of Board and Enterprise Planning, noting that in addition to serving as executive liaison to the board, Nicole will provide leadership in managing the prioritization of projects across the association. O'Brien went on to introduce the association's accomplishments to advance diversity, equity, and inclusion (DEI), including internal capacity building with EDUCAUSE employees during their annual staff retreat and the hiring of a new talent manager in our HR department. He also noted the focus of DEI at this year's annual conference and described efforts to infuse DEI throughout the other member-facing programs and channels, including professional learning offerings, research studies, publications, the web site, and partnerships. On the topic of partnerships,

O'Brien highlighted emerging and ongoing partnerships with CUPA-HR, Internet2, and NCWIT. He also reported on plans to launch an international task force to advance and strengthen the organization's ties with international stakeholders. The task force will be discussed at the [CHEITA](#) (Coalition of Higher Education IT Associations) meeting during the annual conference. Suess and Baker will represent the board at the CHEITA meeting along with EDUCAUSE staff.

## **Financial Report and Membership Update**

Vice President Stacy Ruwe presented a report on the association's strong financial health, noting that the organization underspent both its capital and operating budgets while having met or exceeded its financial goals. This was despite unplanned spending events that occurred during the past year, including the purchase of the NMC (New Media Consortium) and costs related to GDPR (General Data Protection Regulation) and international compliance work for .edu. As a result of the strong financial position, Ruwe indicated that we have no plans to draw-down on our reserves. After the 2019 organizational goals have been approved, the three-year budget guidelines will be reviewed and updated at the board's virtual meeting in December 2018.

Ruwe noted that our membership renewals and revenue are on track to exceed 2017, which was the first year of the new membership model. To date, 99% of our membership from 2017 has renewed, though two Carnegie categories, Doctoral/Research and Master's institutions, are showing renewals at a slightly lower rate. After a slight dip in recent years, international renewals are back to 2016 levels. Board comments and questions focused on penetration rates within each membership category and consideration of the dues structure as it relates to Carnegie classes, especially since this may align with the DEI initiative and present opportunities to support membership for underserved institutions. Ruwe noted that member recruitment will continue through the end of the year and that the membership model will undergo slight refinements in 2019 to ensure that we retain membership. An increase of 10% occurred in both Associate institutions and corporate membership. Despite small decreases in selected categories, board members agreed that we are, as hoped, seeing the benefits of the new member model. O'Brien observed that the new member model has always been focused on increasing access, not revenue. Ruwe provided geographical detail on our membership and noted that additional analysis of membership statistics will be provided at the February 2019 board meeting. She provided an overview of the new Ambassador Program designed to help EDUCAUSE members get the most from their membership and provide outreach to others within their institutions. She also described progress made on compliance requirements, highlighting ongoing data privacy efforts with vendors and contractors, the implementation of two-factor authentication for .edu, and the evolution of GDPR work into a broader privacy focus.

Ruwe presented a three-year financial proposal summarizing the assumptions for the 2019 budget, noting that board members will receive the detailed 2019 budget for review and approval at prior to their virtual meeting on December 4.

## **Annual Conference and Professional Learning**

Vice President Eden Dahlstrom provided highlights of the E18 Annual Conference, noting the significant increase in conference proposals (1,000 this year versus 600 in 2017). She described the new Braindate feature—an app that facilitates 1:1 and small group conversations—and noted that Community Central is now being called Community Central Hubs, with various programming opportunities occurring within this physical space. DEI is being incorporated in visible, intentional ways, and an interactive display wall encourages participants to explore “What’s Beneath Your Surface?” Significant thought went into making the conference fun and energizing, with many opportunities to build community. The CIO Lounge has been designed to be more interactive, and this year we are piloting a Teaching and Learning Lounge to showcase content-specific programming and facilitate connections for this sector of our membership. Dahlstrom also gave an overview of consistently positive registration counts for other face-to-face events and portfolio offerings and updated the work being done to select a digital learning platform, for which the second round of RFPs is under way.

## **DEI Task Force Report and Recommendations**

Keith “Mac” McIntosh, co-chair of the DEI Task Force, thanked O’Brien for his leadership in advancing DEI in EDUCAUSE and acknowledged fellow task force member (and now board member) Rae Clemmons. He also credited the work of Joanne Dehoney, recently retired EDUCAUSE vice president and task force co-chair. McIntosh enumerated the goals associated with the DEI initiative and the measurable actions associated with each one. In addition to the work of the task force and the intentional focus on DEI at the annual conference, there is a new resource hub for DEI under the “About EDUCAUSE” section of the EDUCAUSE website. Discussion centered on finding ways to continue the momentum of this initiative and to infuse the importance of DEI throughout our strategic priorities, programming, and partnership efforts.

## **Digital Communications and Content**

Vice President Catherine Yang provided an overview of new features supporting the strategic priority of personalization and showed examples of how these features are deployed throughout the website, through email communication channels, and at the annual conference. She previewed upcoming enhancements for content personalization, including the following: the integration of notification alerts asking website visitors to take

or complete a specific action (e.g., updating or completing their profile information); the ability to filter *EDUCAUSE Review* and library content by Carnegie Classification; and targeted newsletters based on the demographic data and areas of interest provided by our members as part of their member profiles. Yang also gave an update on awards received in the past year, most notably for O'Brien's *EDUCAUSE Review* article "Back to the Future of Edtech" and the graphic design and multimedia content associated with it. Board discussion focused on the functionality and limitations of the EDUCAUSE conference/event app and suggestions to be mindful of accessibility issues during the decision-making process for evaluating and selecting technologies and products.

## **Information Technology**

CIO Mairéad Martin presented an overview of the IT department at EDUCAUSE. She also provided an update on the continued work done in response to the IT assessment completed by Moran Technology Consulting, and three recommendations from that assessment that she is focusing on: Security, IT Service Delivery, and IT Governance. To address security, EDUCAUSE is exploring contracting with FireEye/Mandiant to perform a security program assessment. In the meantime, measures are being taken to deal with phishing threats and also to implement multifactor authentication to protect critical systems and assets. Martin also reported that recently IT worked with Verisign to expand and improve the DNS structure for .edu.

To address IT service delivery, Martin plans to apply an IT service management approach (ITIL), including creating a service desk and hiring a dedicated IT project manager. Martin described her expansive vision of IT governance for EDUCAUSE, including moving from an advisory to strategic model and the creation of a project portfolio and pipeline to manage prioritization and maintain a strategic focus. She also shared her philosophy of looking to our staff, members, and community groups as resources in charting the path forward and her vision for exceptional IT service delivery that is founded on supporting users rather than supporting technology.

## **Communities and Research**

Vice President Susan Grajek announced the recent hiring of Kathe Pelletier as the Director of Student Success and credited board member Joe Moreau in helping to facilitate EDUCAUSE's acquisition of content from the CHECS (Center for Higher Education Chief Information Officer Studies) program, which will be added to the EDUCAUSE website and incorporated into our ongoing workforce research. She provided an overview of the upcoming focus on digital transformation (Dx), launched through the work of the Digital Transformation Task Force. She gave an update on the *Horizon Report*, noting significant download statistics for the 2018 edition and planned outreach to the NMC community

during this week's annual conference and at the ELI Annual Meeting in February. Grajek also gave a brief overview of the 2019 Top 10 IT Issues and highlighted recent improvements to the Core Data Service, which is showing an upswing in both the survey participation and the research. The responsibility for strategic partnerships has transitioned from Joanne Dehoney to Grajek, who is creating a cross-organizational team to advance this work.

## **Ad Hoc Board Subcommittee Reports**

Barron Koralesky provided an update on the work of Nominations Subcommittee, noting that the subcommittee members received input from former Nominations Committee chairs Andrew Bonamici and Joseph Vaughan and incoming chair Tracy Schroeder. Koralesky and Schroeder drafted an expanded charge for the Nominations Committee, along with additional process improvements for the nominations process; these proposals will be shared with the Nominations Committee during their meeting at the annual conference.

Kay Rhodes summarized the recommendations from the Bylaws Subcommittee based on their comprehensive review of the current bylaws, including definition and clarification of officer roles, wording changes, and the suggestion that the president and CEO serve as a nonvoting member of the board, which is considered a best practice for associations. The proposed changes will be reviewed by legal counsel before being put forward for a vote by the board, planned for the February 2019 meeting. Board members expressed unanimous appreciation to the members of both ad hoc subcommittees for the time and care in reviewing and suggesting improvements in these two important areas.

## **Adjournment**

The business meeting adjourned at 3:00 p.m., when the board entered executive session.

## **Executive Session**

During executive session, the board discussed the annual evaluation of CEO performance and elected the following slate of 2019 board officers:

- **Chair:** Michele Norin
- **Vice Chair:** Sue Workman
- **Treasurer:** Keith McIntosh
- **Secretary:** Barron Koralesky

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