EDUCAUSE Business Meeting

September 2014
Agenda

Call to order

2014 accomplishments

Treasurer’s report

Nominations Committee report

New business

Closing
Agenda

Call to order

2014 accomplishments

Treasurer’s report

Nominations Committee report

New business

Closing
## EDUCAUSE Membership Profile

<table>
<thead>
<tr>
<th>Institution Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral Research – All types (DR)</td>
<td>246</td>
</tr>
<tr>
<td>Masters Granting (MA)</td>
<td>465</td>
</tr>
<tr>
<td>Bachelors Granting (BA)</td>
<td>335</td>
</tr>
<tr>
<td>Community and Technical Colleges (AA)</td>
<td>409</td>
</tr>
<tr>
<td>Other (tribal, music and art, law, medicine)</td>
<td>194</td>
</tr>
<tr>
<td>International</td>
<td>277</td>
</tr>
<tr>
<td>Associations/Organizations</td>
<td>82</td>
</tr>
<tr>
<td>State Agencies/System Offices</td>
<td>73</td>
</tr>
<tr>
<td>K-12</td>
<td>17</td>
</tr>
<tr>
<td>Corporations</td>
<td>336</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,434</strong></td>
</tr>
</tbody>
</table>
## Association Outreach

<table>
<thead>
<tr>
<th>Channel</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face conferences</td>
<td>8,000 people</td>
</tr>
<tr>
<td>Online events</td>
<td>8,140 people</td>
</tr>
<tr>
<td><em>EDUCAUSE Review</em></td>
<td>132,000 copies circulated</td>
</tr>
<tr>
<td><em>EDUCAUSE Review Online</em></td>
<td>1,132,000 page views</td>
</tr>
<tr>
<td>Web site</td>
<td>8,200,000 page views</td>
</tr>
</tbody>
</table>
2014 Events: Attendance/Satisfaction

- Connect Events and Special Topic Conferences: 98%
- CIO/Exec Leadership Roundtables: 100%
- Institute Programs: 99%
- Online Events/Virtual Conferences: 93%

Satisfied/Very/Completely → Average: 97%
2014 Publications Awards

APEX Awards for Publication Excellence
- Best Single Blog Post
- Magazines & Journals, Print, over 32 pages: EDUCAUSE Review

Tabbie Awards
- Gold Award, Front Cover, Illustration: Nov/Dec 2013 EDUCAUSE Review

Azbee Awards
- Gold Award, Western Regional, Podcast
- Gold Award, Western Regional, Video Tutorial

Excel Awards
- Silver Award, Video “The Connected Age”

Maggie Awards
- Finalist, Best Initial Print Publication (Associations/Non-Profit/Trade and Consumer)
- Finalist, Best Web Publication (Trade)
- Finalist, Best Use of Video in Editorial, Short Form (Consumer)
Helping institutional leaders understand IT

- Executive Brief series: IT’s strategic role in addressing institutional challenges
  - **Foundations** documents provide a strategic framework
  - **Key Questions** provide data and guidance

- **Topics**
  - Personalized pathways
  - Online learning
  - Administrative systems
  - Information security

[www.educause.edu/executive-briefs](http://www.educause.edu/executive-briefs)
Extending Reach

- AASCU (Boot camp with presidents)
- ACE (Provosts’ workshop)
- Achieving the Dream (Boot camp)
- ARL and others: Net Neutrality
- CIC (Boot camp with CAO’s and CFO’s)
- CLIR (Leading Change Institute)
- League for Innovation (Breakthrough Academy)
- NACUBO (Admin IT Summit)
Extending Reach

- **Foundations**
  - Broad Foundation
  - Dell Foundation
  - Gates Foundation
  - Hewlett Foundation
  - Lumina Foundation

- **International**
  - AXIES
  - EUNIS
  - Jisc
  - Others

セミナー& 意見交換会
Policy – Major Issues

- Network neutrality
- Accessible instructional materials
- Distance education state authorization
- DMCA notice-and-takedown review
- Federal network funding “porn filtering” provision
Teaching, Learning, and Professional Development

Julie K. Little
EDUCAUSE 2014 – Next Week
Sept 29 – Oct 2 (Mon–Thurs) in Orlando and Online
It’s not too late to register—on-site or online
400+ onsite and online sessions, 800+ speakers
+ Discussions, Demos, Meetings, Focus Groups, Networking

- Networking Reception in the Exhibit Hall (Tuesday night)
- Community Lounges (open all day/everyday)
- Hawkins Leadership Roundtable + CIO 1:1 Coaching
- Senior Leadership Roundtable (new)
- Learning Theater: Community Voices, Game Changer Business Competitions, Vendor Demos on Competency-based Ed and Adaptive Learning, and Think Tanks
- Start Up Alley
- Mobile App (with fingertip access to session evaluations)
- Badging
EDUCAUSE Connect
Solve | Network | Grow

2014 → 971 participants
- Portland, Chicago, Baltimore
- EDUCAUSE Institute New IT Managers Program, CIO Roundtable, Mentoring Program
## EDUCAUSE Connect: What We Learned

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>comfort high with interactive learning format (<em>folks connected!</em>). 90% Portland, 96% Chicago, 92% Baltimore</td>
</tr>
<tr>
<td>Content Leaders</td>
<td>successfully moved away from “speaker-mode”</td>
</tr>
<tr>
<td>Facilitators</td>
<td>now a committee role to connect proposal review/selection and onsite facilitation</td>
</tr>
<tr>
<td>Committee</td>
<td>focused core roles and utilize more onsite volunteers</td>
</tr>
<tr>
<td>Corporate Sponsors</td>
<td>viewed as successful with creative opportunities to “connect”</td>
</tr>
</tbody>
</table>

### 2015 Locations:
- Jan 28–30, San Diego, CA
- Apr 22–24, San Antonio, TX
The EDUCAUSE Institute Portfolio
Building the Profession in Higher Education IT

Residential Programs

- Management
- Learning Technology Leadership
- NGLC Breakthrough Models Academy
- Leadership
- Leading Change Institute
- NGLC Breakthrough Models Incubator

Program Experiences within an Event

@ Connect
- New IT Manager
- CIO Roundtable

@ EDUCAUSE Annual
- Hawkins Leadership Roundtable
- Senior Leadership Roundtable

@ ELI Annual
- CIO Roundtable
- Leadership Seminar
The EDUCAUSE Online Portfolio
Building the Profession in Higher Education IT

- 50 event offerings in 2014
  - 8 types: webinars → courses → virtual conferences
- 248 contact hours
- 6,799 registrants
- 93% satisfaction
- 50+ topics to choose from, e.g.,
  - Legal Issues in Higher Education
  - Cybersecurity
  - Design Thinking
  - Flipped Classroom
  - Evidence Based Teaching
Online Portfolio: Partnership Pilot

UCF/EDUCAUSE Blend Kit, 2014

- April – June 2014
- Total registrants: 2,768
- 77 successful portfolio completions (entire MOOC)
EDUCAUSE Digital Badging Program

1,845 Badges Issued by Category
January 1 – September 15, 2014

- **Community Service**: 571
- **Communications**: 424
- **Leadership**: 304
- **Subject Matter Expertise**: 546
2014 Constellation examples

Community Service
- Advisory Committee Chair 2014
- Advisory Committee Member 2014
- Constituent Group Leader 2014
- Proposal Reviewer 2014
- Proposal Reviewer Post 2014

Leadership Development
- Rising Star Award 2014
- Leadership Award 2014
- Community Leadership Award 2014
- Learning Tech Leadership Program Graduate 2014

Subject Matter Expert
- Preconference Seminar: Wireless Presentation Systems 2014
- Preconference Seminar: Social Media CIO Unconference 2014
- Pre-Conference Grad: Evaluating Learning Spaces 2014
- Leadership Seminar Grad: Using MOOCs to Spark Innovation 2014
- Short Course Grad: Designing & Delivering a MOOC 2014
- Blended Learning Designer 2014
- Faculty Development: Mastery 2014
- Online Seminar Grad: Online Learning: Research Into Practice 2014

Communications
- Presenter 2014
- Online Presenter 2014
- Facilitator 2014
ELI Membership

Growth

- 2013–2014: 9% increase;
- 50% since 2009

2014 member survey: 8 in 10

- Satisfied with their ELI membership
- Agree that ELI is effective at helping members explore the T&L benefits and challenges of potential technologies
- Satisfied with the currency, understandability, quality, thoroughness, and relevance of ELI products and services

ELI Community Speaks: Content Anchors

2014

1. Assessment of student learning
2. Faculty engagement/development
3. Online and blended learning
4. Emerging technology and transformation
5. Learning analytics

2015

- Shift in timing: voting launches next week in Orlando
- Announced at ELI 2015 Annual Meeting with ignite session
2015 EDUCAUSE Learning Initiative Annual Meeting

- Feb 9–11 in Anaheim, CA and Online
- 220 proposals submitted (2nd highest)
- Registration opens: Nov 3

Keynotes
- Eric Grimson, MIT
- Diana Oblinger, EDUCAUSE
- Peter Doolittle, Virginia Tech
Postsecondary Initiatives to Accelerate Adoption

- **Distributed/Incremental Adopters**
  Knowledge building and sharing; online, F2F outreach

- **Light Touch/Individual Change Agents**
  Activate, inform, connect change-agent leaders

- **Medium Touch/Early-Adopter Institutions**
  $150K investments to accelerate, inform institutional migration

- **Deep Dive/Breakthrough Innovation and Model-Building**
  $1M+ investments to accelerate innovations and wholly new models

- **2015–16 Knowledge-Sharing Grant**

- **Breakthrough Models Academy**

- **Breakthrough Models Incubator**

- **Waves I, IIIb Grants**

Involvement by Influencers, Higher Ed Organizations
Operations

Thad Lurie, Chief Operating Officer
New F2F Annual Conference Mobile App

EDUCAUSE 2014 mobile app available for iOS and Android (New mobile browser access for the virtual conference)

- Ability to easily sync data (schedules) across multiple devices
- Itinerary builder
- Exhibitor directory
Infrastructure Update

**New Association Management System**
- Enhanced reporting and segmentation
- Improved self service options

**Website Project**
- Rebuilding the EDUCAUSE website to be more member-centric
- Improve search functionality
- Improve performance

**New Event Registration system**
- Online and onsite registration experience in 2015 will be even more member friendly
Transmedia Content

Why CIO Is the Best Job on Campus
By Michael Berman, Raechelle Clemmons, Kyle Johnson, Keith McIntosh, and Melissa Woo

Is the CIO position the pinnacle of a technology career—or a powerless position? Five CIOs tell us why they think they have the best job on campus.

Challenges, Opportunities, and Change Agents

A CIO encounters many challenging situations, but a challenge isn’t necessarily a bad thing—it can be an opportunity. The field of information technology thrives on change, and as the campus change agent, the CIO stands smack in the middle of higher education technology. The CIO’s job involves change and diversity of experience; it involves working on many different things, from small projects to major initiatives, frequently with different campus and community stakeholders. Many of these interesting opportunities give you, as a CIO, the chance to make noticeable changes not just at your institution but also in higher education more generally. Now that’s influence.

What’s So Innovative about Open Publishing and Collaboration?

Jim Groom
@jimgroom

RT @cogdog: Can’t wait until education is disrupted so it operates with all the grace and efficiency of the airline industry. -> Amen!
3:34 PM - 13 May 2014

3 RETWEETS 1 FAVORITE

When one surveys the history of truly open education, bottom-up publishing,
Future CIO Working Group

- What traits are required to be a strategic player for IT on campus?
- What can we expect the near future to look like, and what does it take to lead IT in this environment?
- What are the most significant gaps in required knowledge, skills, and abilities?
- How can Jisc and EDUCAUSE most effectively help bridge these gaps?
- How do we prepare the next generation to lead?
Member Services

- 10,384 – number of inquiries resolved by Member Services Team
- 23,130 – total number member registrations
- 2,475 .EDU inquiries
- 7,423 .EDU domains administered
- Delivering a positive member experience to the members 100% of the time is our goal
Finance

Stacy Ruwe
Business and Systems Improvements

- Implemented an upgrade to our core financial systems to enhance financial capabilities
- Implemented a revised chart of accounts to improve operational reporting and internal decision making
- Developed the 2015 budget with a deeper level of organizational involvement and accountability
Business and Systems Improvements

- Developed comprehensive pricing and operational model for Lumina-SITAR initiative to support informed business decision-making and new service development.
- Developed approach and draft model for key performance indicators (KPIs) to measure organizational health moving forward. Will leverage new systems to launch KPIs in 2015.
Finance and HR Fun Facts

- 62% of eligible employees are enrolled in our medical plan and 95% in our retirement plan
- 40% of staff are distributed and live in 20 different states
- Hired thirteen new employees
- Cut 2,946 checks covering 8,655 payable transactions since the last Annual Conference
- Will process 2,304 payroll checks in 2014
Data, Research, and Analytics

Susan Grajek
Administrative IT Initiative

Building resources to help colleges and universities maximize the value of enterprise/administrative systems and services

Themes:
✓ Using data for analytics and business intelligence
✓ Managing business processes for efficiency and mission alignment
✓ Developing sourcing and hosting strategies
✓ Defining costs, cost drivers, and value

Program resources:
- Program web page www.educause.edu/adminit
- EDUCAUSE Library resources www.educause.edu/library/administrative-it

Administrative IT Summit: Maximizing Value in a Time of Change
Developed in collaboration with NACUBO
June 2014, Chicago

149 attendees
21% Business/finance officers

86% would attend again
88% would recommend to a colleague

Recommendation: Maximize value by reducing or avoiding costs and increasing the benefits of administrative and enterprise systems and services
Cybersecurity Initiative Update

Accomplishments

- 12th Annual Security Professionals Conference:
  - Record attendance (457)
  - Record proposal submissions (93)
- Partnered with NCSA to celebrate NCSAM and DPM
- Community outreach
  - Coordinated content and authors for EDUCAUSE Review Online and EDUCAUSE Live! Webinars
  - Received an award of excellence for a NCSAM 2013 guest blog.
- Improved communications and collaborations with CIOs
- New mentoring and leadership resources
  - Advance Your InfoSec Career tool
  - Certification & Training “Cheat Sheet”
- Data and research to inform decision-making
  - Research
  - CDS content
- Exploring an Information Security Peer Review Program

Member Value

- Professional development and leadership opportunities:
  - Volunteer for a HEISC working group
  - Speak at or attend the Security Professionals Conference
  - Get started as or mentor a CISO
  - Participate in discussion groups
  - Specialized toolkits on effective information security practices for higher education
  - Resources devoted to hot topics in information security
- Training and Awareness: Templates to help institutions prepare for National Cybersecurity Awareness Month

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  - Resources devoted to hot topics in information security
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IT-GRC Initiative update

**Member Value**
- Professional development and leadership opportunities
  - Volunteer for the IT-GRC advisory group
  - Participate in a discussion group devoted to IT-GRC topics
- Governance and IT Risk Management
  - Curated IT-GRC resources in the EDUCAUSE library
- Collaboration with other organizations
  - NACUA
  - NACUBO
  - URMIA

**Accomplishments**
- ECAR study of IT-GRC in Higher Education
- Curated and organized EDUCAUSE IT-GRC resources
  - EDUCAUSE library topics
  - IT-GRC program page
- Established an IT-GRC Advisory committee
  - EDUCAUSE members
  - Representatives from NACUA, URMIA, and NACUBO
- Helped develop IT governance and IT risk management maturity indexes
- IT-GRC presence at 2014 Annual conference
  - The IT-GRC program
  - ECAR IT-GRC research results
  - Meet and Greet for the IT-GRC Program
- Created EDUCAUSE Discussion List for community IT-GRC discussions
- Forthcoming in 2014:
  - Publish an EDUCAUSE Review Online article
Working groups

ECAR
- Calculating the Cost of Distributed IT
- Campus Cyberinfrastructure Perspective on Big Data Series
- International Perspective on the Cloud
- IT Service Catalog
- Preparing your IT Organization for the Cloud
- Research Computing in the Cloud
- Responsive Web Design
- The Promise and Reality of Software Defined Networking
- Total Cost of Ownership for Web Services
- Unified Communications: Current Implementations and Strategies
- Using the LMS to Produce Predictive Analytics

EDUCAUSE
- EDUCAUSE/JISC Working Group on Technology Leadership and the CIO
- EDUCAUSE/CHEITA Benchmarking Working Group

Ten publications completed or planned for 2014
# The 2014 Top-Ten IT Issues

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Business of the Institution</th>
<th>Business of the IT Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1.</td>
<td>Improving student outcomes through an institutional approach that strategically leverages technology</td>
<td>#7. Addressing access demand and the wireless and device explosion</td>
</tr>
<tr>
<td></td>
<td>#3. Assisting faculty with the instructional integration of information technology</td>
<td>#8. Sourcing technologies and services at scale to reduce costs (via cloud, greater centralization of institutional IT services and systems, cross-institutional collaborations, and so forth)</td>
</tr>
<tr>
<td></td>
<td>#5. Using analytics to help drive critical institutional outcomes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>#10. Implementing risk management and information security practices to protect institutional IT resources/data and respond to regulatory compliance mandates</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>#2. Establishing a partnership between IT leadership and institutional leadership to develop a collective understanding of what information technology can deliver</td>
<td>#4. Developing an IT staffing and organizational model to accommodate the changing IT environment and facilitate openness and agility</td>
</tr>
<tr>
<td></td>
<td>#9. Determining the role of online learning and developing a strategy for that role</td>
<td>#6. Changing IT funding models to sustain core service, support innovation, and facilitate growth</td>
</tr>
<tr>
<td></td>
<td>#10. Developing an enterprise IT architecture that can respond to changing conditions and new opportunities</td>
<td></td>
</tr>
</tbody>
</table>


Top-Ten IT Issues: faculty perspectives

<table>
<thead>
<tr>
<th>My institution...</th>
<th>Business of the Institution</th>
<th>Business of the IT Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Improves student outcomes through technology (#1 issue)</td>
<td>Agree 90% Strongly agree 10%</td>
</tr>
<tr>
<td>#2</td>
<td>Assists faculty with integration of information technology (#3 issue)</td>
<td>Agree 75% Strongly agree 25%</td>
</tr>
<tr>
<td>#3</td>
<td>Supports the trends toward IT consumerization and BYOD (#7 issue)</td>
<td>Agree 60% Strongly agree 40%</td>
</tr>
<tr>
<td>#4</td>
<td>Facilitates a better understanding of information privacy and security (#10* issue)</td>
<td>Agree 55% Strongly agree 45%</td>
</tr>
<tr>
<td>#5</td>
<td>Has a clear strategy for online learning (#9 issue)</td>
<td>Agree 50% Strongly agree 50%</td>
</tr>
<tr>
<td>#6</td>
<td>Uses analytics to support critical institutional outcomes (#5 issue)</td>
<td>Agree 45% Strongly agree 55%</td>
</tr>
<tr>
<td>#7</td>
<td>Has an agile approach to IT infrastructure (#10* issue)</td>
<td>Agree 40% Strongly agree 60%</td>
</tr>
</tbody>
</table>

*(tie) respond to changing conditions and new opportunities
EDUCAUSE Core Data Service

- Survey improvements
- New content
- On track to match last year’s 800 participants
- Rising use of reporting tool
CDS on IT spending patterns

CIOs and IT managers spend about 30% of their time on planning and innovation.
Putting data and research to work for you

- EDUCAUSE maturity and deployment indexes
- An ECAR-CDS collaboration
Maturity indices

- Examines multiple dimensions of progress, not just technical
- Enables institutions to determine where they are...and where they aspire to be
- Both expert- and data- driven
Deployment indices

- Stages of deployment for specific technologies and services
- Aggregate to track progress in a domain
- Example: E-learning
Putting data and research to work for you

Progress to date

<table>
<thead>
<tr>
<th>Area</th>
<th>Maturity Index</th>
<th>Deployment Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytics</td>
<td>✓</td>
<td>Under development</td>
</tr>
<tr>
<td>E-learning</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Information security</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>IT governance</td>
<td>✓</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Research computing</td>
<td>✓</td>
<td>Under development</td>
</tr>
<tr>
<td>Risk management</td>
<td>✓</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Student success technologies</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Under development: Strategic IT Assessment Report
EDUCAUSE Center for Analysis and Research (ECAR)

- 451 subscribing institutions
- More content: 42 reports
- Collaboration with NACUA on IT-GRC study
- New faculty study complements student study
- New Top-Ten strategic technologies list complements Top-Ten IT issues
Our favorite findings

What motivates faculty to integrate technology into their teaching?

- Benefit to students is the biggest motivator
- Next are release time and more confidence with and understanding of technology
- Peer encouragement, more technology, and professional advancement are the least

<table>
<thead>
<tr>
<th>Most Important</th>
<th>Least Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear indication/evidence that students would benefit</td>
<td>Tenure decisions and other professional advancement considerations</td>
</tr>
<tr>
<td>Release time to design/redesign my courses</td>
<td>Support/encouragement from peers more or better technology</td>
</tr>
<tr>
<td>Confidence that the technology would work the way I planned</td>
<td>A teaching assistant to assist with technology implementation</td>
</tr>
<tr>
<td>A better understanding of the types of technologies that are relevant to teaching and learning</td>
<td>Increased student expectations of technology integration</td>
</tr>
<tr>
<td>Direct assistance from IT staff to support the technology I choose to implement</td>
<td>A monetary or other value-oriented incentive more or better tech</td>
</tr>
<tr>
<td>Direct assistance from an instructional design expert to design/redesign my courses</td>
<td>Working in a faculty cohort or community that is adopting the same types of practices</td>
</tr>
<tr>
<td>More/better technology-oriented professional development opportunities</td>
<td>More/better technology-oriented professional development opportunities</td>
</tr>
</tbody>
</table>


Our favorite findings

Integrated planning and advising services

- Student success is the biggest motivator
- Siloed data, sufficient analysts, and faculty and advisor readiness are the biggest impediments
Our favorite findings

STRATEGIC TECHNOLOGIES FOR 2014

1. Business intelligence reporting dashboards
2. Mobile apps for enterprise applications
3. Mobile app development
4. Enterprise identity and access management solutions
5. Learning analytics: Course level
6. Administrative or business performance analytics
7. Unified communications and collaboration
8. 802.11ac wireless networking standard
9. Virtual desktops or virtual PC applications
10. Learning analytics: Degree advising
Our favorite findings

- Higher education strives to balance openness and risk control
- The biggest IT risks are in security and compliance
Our favorite findings

Formal IT governance (55% of institutions) is associated with better prioritization, investment decisions, IT strategy, decision-making.
Our favorite findings

Why IT staff stay:
Benefits, lifestyle, people, professional development.

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My staff (4.31)</td>
<td>Benefits (4.23)</td>
<td>Benefits (4.37)</td>
</tr>
<tr>
<td>2</td>
<td>Quality of life (4.25)</td>
<td>Quality of life (4.16)</td>
<td>Quality of life (4.14)</td>
</tr>
<tr>
<td>3</td>
<td>Opportunity to build my leadership skills (4.22)</td>
<td>Opportunity to build my leadership skills (4.07)</td>
<td>Work hours (4.02)</td>
</tr>
<tr>
<td>4</td>
<td>My colleagues (4.14)</td>
<td>My staff (4.05)</td>
<td>My colleagues (3.98)</td>
</tr>
<tr>
<td>5</td>
<td>My boss/leadership (4.06)</td>
<td>My colleagues (3.97)</td>
<td>Geographic location (3.95)</td>
</tr>
<tr>
<td>6</td>
<td>Reputation of the institution as a good place to work (3.87)</td>
<td>Geographic location (3.93)</td>
<td>Opportunity to build my technical skills (3.89)</td>
</tr>
<tr>
<td>7</td>
<td>Opportunity to build my management skills (3.86)</td>
<td>Opportunity to build my management skills (3.92)</td>
<td>Monetary compensation (3.87)</td>
</tr>
<tr>
<td>8</td>
<td>Geographic location (3.82)</td>
<td>(tie) Monetary compensation (3.88)</td>
<td>My boss/leadership (3.81)</td>
</tr>
<tr>
<td>9</td>
<td>Benefits (3.80)</td>
<td>(tie) My boss/leadership (3.88)</td>
<td>Reputation of the institution as a good place to work (3.64)</td>
</tr>
<tr>
<td>10</td>
<td>(tie) Monetary compensation (3.58)</td>
<td>Work hours (3.71)</td>
<td>Opportunity to build my leadership skills (3.61)</td>
</tr>
</tbody>
</table>
Our favorite findings

Attending conferences focused on higher education IT is your top priority for professional development

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
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</thead>
<tbody>
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<td>1</td>
<td>Attending conferences focused on higher education IT (93%)</td>
<td>Attending conferences focused on higher education IT (78%)</td>
<td>Taking formal technical training classes (43%)</td>
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<td>Reading about current higher education news (95%)</td>
<td>Reading about current IT news (95%)</td>
<td>Attending conferences focused on higher education IT (57%)</td>
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<tr>
<td>3</td>
<td>Engaging in informal peer networking (85%)</td>
<td>Engaging in informal peer networking (75%)</td>
<td>Reading about current IT news (90%)</td>
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<td>4</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Meeting my annual performance goals (N/A)</td>
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<td>Reading about current IT news (98%)</td>
<td>Reading about current higher education news (88%)</td>
<td>Engaging in informal peer networking (66%)</td>
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</table>

Note: Items in parentheses are the percentage of respondents who reported engaging in this activity at least once in the past two years. “Meeting my annual performance goals” was not an item included in this question.
Agenda

- Call to order
- 2014 accomplishments
- Treasurer’s report
- Nominations Committee report
- New business
- Closing
Treasurer’s Report

Bruce Maas
Financial Health

- Financial projections through the end of the year indicate that we will meet the approved operating and capital budgets for 2014.
- Health costs due to our self insurance program are beating budget.
- Investment market gains and bond interest and dividends are expected to exceed budget.
- We have maintained a prudent level of reserves in accordance with board policy.
2014 Annual Conference

- As of September 22, the number of paid registrations for the face-to-face Annual Conference is at 94% of budget.
- Paid registrations for the Virtual Annual Conference are tracking only 5% behind 2013, even with the earlier conference date.
- Exhibit Hall, corporate sponsorships and in-kind contributions are at 100% of plan.
- Thanks to your participation, we are on track to meet budget overall.
Agenda

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Nominations Committee report

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Nominations Committee Report

Mark Askren
2014 Nominations Committee

- Mark Askren (chair)
- Joel Cooper
- David Dodd
- Ted Dodds
- Linda Jorn
- Marilyn McMillan
- Julie Ouska
- Carrie Regenstein
- Celeste Schwartz
- Susan Metros (board liaison)
# Nominee Summary

## Type Summary

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## FTE Summary

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<td><strong>Grand Total</strong></td>
<td><strong>25</strong></td>
<td><strong>11</strong></td>
<td><strong>36</strong></td>
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</table>
New Board Members

- **Ron Kraemer**  University of Notre Dame
- **Kay Rhodes**  Texas Tech University System Office
- **Jack Suess**  University of Maryland–Baltimore County
Nominations for 2015 Election

Nomination form:
http://www.educause.edu/BoardNominations
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New Business
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Questions or Comments

doblingerg@educause.edu