ATTENDANCE

- Board members attending: Debra Allison (Chair), Diana Oblinger (President and CEO), Kara Freeman, Joy Hatch, David Lassner, Bruce Maas (Treasurer), Susan Metros (Secretary), Richard Northam, Pattie Orr (until Noon), Justin Sipher, Vernon Smith, Randy Stiles, Brian Voss (Vice Chair).
- Staff attending: Joanne Dehoney, Susan Grajek, Garth Jordan, Julie Little, Michelle McIrvin (for financial and 2013 budget discussions), Matthew Milliron (for website redesign budget discussions), Rodney Petersen (for new business).

CALL TO ORDER

Allison called the meeting to order at 8:32 a.m. and discussed her philosophy of chairing the board, describing her role as one of facilitator.

CONSENT AGENDA

- Oblinger described the two items on the consent agenda as the November minutes and a banking resolution to remove outgoing board chair David Lassner as signatory.
- Smith moved to approve the consent agenda and Allison seconded. The consent agenda was approved by unanimous consent.

PRESIDENT’S REPORT

ANALYTICS

- Oblinger described the 2012 analytics effort and directed the board to the analytics slider bar resource, which aggregates a wide range of analytics-related material on the EDUCUASE website.
- She noted that the project notably increased the number and discoverability of resources related to analytics in higher education.
- She informed the board that EDUCAUSE is seeking a follow-on grant focused on student success systems.

NGLC

- Oblinger reported that NGLC is planning to announce Wave IV on Feb 26 with an additional $12 M focused on innovation in K-12.
- She described the Breakthrough Model Incubator (BMI) and Breakthrough Model Academy (BMA) programs, two major initiatives to promote institutional transformation.
• In response to a question, Little described the BMA as a week-long, immersive, program for 50 thought leaders that will take place in Cambridge, MA this July with continuing programming throughout the summer.
• Oblinger described the BMI’s model as one of institutional teams that focus on the plan and design of new models that improve outcomes for at risk students. The program will engage coaching and consultants on business models, planning, and competency based models.
• Oblinger concluded the topic by describing NGLC’s push to document lessons learned through profiles and whitepapers.

**ELI**

• Oblinger reported on the ELI 2013 Annual Meeting, which attracted 516 face-to-face attendees from 142 institutions. The online meeting included 130 registrants from 99 institutions. Oblinger noted that the reach of the online conference is much greater than the number of registrants, as campuses often attend in teams.
• Oblinger noted that both the CIO Roundtable and Leadership seminar sold out. She cited two new formats successfully introduced this year: Debate Club and “TED” – style talks.
• Oblinger described the ELI badging pilot, noting that 12 badges were available in three categories and that 1039 badges were awarded. Of those, participants set 598 badges to be publically viewed or shared through social media.

**eTEXT PILOT**

• Oblinger reported that the EDUCAUSE continues to participate in the eText pilot with Internet 2 (I2). Eighteen institutions are participating in the current round.
• Oblinger described the accessibility challenges the eText Pilot has encountered. She noted that the National Federation for the Blind’s (NFB) concerns and involvement let to improved collaboration among EDUCAUSE, NFB, and I2, as well as wording changes in the prospectus and accessibility improvements in eText platforms.

**DATA, RESEARCH, AND ANALYTICS UPDATES**

• Oblinger reported that the annual ECAR study of student technology is launching and that participation has been trending upward in recent years.
• Oblinger announced that the Core Data Service reporting platform and service has launched its beta test.
• In response to a question, Grajek observed that the new SAS-based reporting tool has been well-received in testing.
• Grajeck described the tool’s new functions for expanding participants’ benchmarking capabilities, including interactive dashboards, downloadable tables and charts, and a tool to select custom peer groups.
• Grajek specified that 2012 Module 1 data is currently available for analysis through the reporting tool.

**AWARDS UPDATE**

• Little reported on the status of award nominations, noting that this year a new award will be offered for community leadership.
• Little reported that the selection committee has received nine nominations for the Leadership award, seven for the Rising Star award, and three for the Community Leadership award.
CIO PIPELINE

- Oblinger reported conversations with executive search firms EDUCAUSE conducted to better understand the issues around the CIO Pipeline.
- She described the barriers as including a lack of clarity by hiring committees on the CIO role and challenges for aspirants, which along with basic writing skill include:
  - Telling their story with a focus on outcomes, not just submit a resume that focuses on process
  - Confronting what they are missing in experience and talk about how they would address it
  - Asking their manager for experiences
  - Knowing how to fill an experience gap like not having run academic technology
- Oblinger suggested that self-assessment might help individuals understand the essential experiences that make one competitive.
- Voss suggested a “Dear Abby” style column in which community experts could answer anonymous career questions.
- Metros commented that people want mentoring. She observed that academic technology professionals are interested in the role, but often do not understand the path to achieve it.

FUTURE MEETING DATES

- Oblinger reminded the board that February 25, March 4, June 24, and June 25 are currently under consideration for next year’s winter and summer meetings.

NEW BUSINESS

- Oblinger provided a security briefing to the board, noting that .edu domain and EDUCAUSE member profile passwords had been compromised in a security breach affecting an EDUCAUSE server.
- She noted that investigations by an outside forensic firm indicate that no sensitive information such as social security numbers, financial information or credit card information was compromised in the attack.
- She described EDUCAUSE’s approach to handling the incident, including the communication plan.

FINANCIAL REPORT

- McIrvin reviewed the financial status of the organization from unaudited 2012 returns, noting a net gain of $2.7 million.
- She reviewed the major cost centers and their sub-programs, and illustrated unaudited income and expense by program.
- She demonstrated that we exceeded budget-to-actual expectations both by loss reduction and income increases.
- McIrvin reviewed the status of reserves, noting that we increased operational reserves by $2.7 million according to policy, and decreased the capital equipment reserve by $200,000.
- In response to a question, McIrvin observed that we benchmark our reserves against industry standards.
- Northam asked how long reserves would cover the association should it need to shut down. McIrvin speculated that the current operational reserves estimate of 8.7 months would actually extend longer depending on how the association responded to a sudden change in its business model.
BUSINESS MEETING

RESERVES POLICY UPDATE

- McIrvin described an addition to the reserves policy that describes the method for decreasing reserves.
- Stiles moved to approve, Voss seconded, and the updated policy was passed by unanimous acclaim.

WEBSITE REDESIGN PHASE II BUDGET

- Oblinger introduced the Website Redesign Phase II Budget topic, noting that to address site performance we must increase the resources allocated to the Phase II project.
- Milliron described the goals of Phase II as site performance and speed related. He described the Drupal best practice framework that we are adopting, noting that we are moving away from customized modules.
- Jordan described the product management perspective on the website that Operations intends to adopt.
- In response to a question from Metros, Jordan clarified that the budget provided for new positions was not fully loaded with benefits.
- Northam moved to approve the budget increase. Metros seconded. The budget request was unanimously approved.

REGIONAL CONFERENCE STRATEGY

- Oblinger introduced the Regional Conference topic, observing that EDUCAUSE originally moved into regional conferences opportunistically.
- Little described the evolution of regional conferences. She described the proliferation of new online resources that are available through the association, citing the annual conference, ELI online, and the new managers program.
- Little cited 350 as the approximate number of people required for a conference to be sustainable, observing that Midwest and West-Southwest meet this metric. She described important decision factors for potential attendees as hotel price and access to easy air travel.
- Little reported that first time and new conference attendees are not getting a networking experience in the online regional conferences, whereas the online annual conference does provide that experience. She described the current proposal as dropping the online regional conferences and merging the east coast conferences.
- Voss suggested that we should look at opportunities for first timers to come to the annual conference. He described his process for incenting participation by making it contingent on presenting. He suggested a track for first time presenters. He noted the value of regionals but suspects the annual conference is an even more valuable experience for staff at all levels.
- Allison recognized the need to create community that carries over to the annual conference and suggested focusing first timer content at the annual conference by role.
- Metros suggested taking the word “regional” out of the titles to maximize participation.
- Stiles suggested tying regionals more closely with the high impact online activities like the Sprint.
- Little pointed out the role the regionals play in EDUCAUSE content arcs as being at the end of the long tail.
- Maas described incenting both national and regional conferences by supporting 50% of the costs of people outside of IT who are presenting at EDUCAUSE conferences (or 66% if they bring a faculty member). Maas offered support for Metros’ comment that the regionals need to be titled differently. He commented that the
knowledge of how to stage the online conferences on campuses is growing in the community, and suggested that EDUCAUSE could share the lessons people have learned.

- Hatch noted that the annual is too big to learn how to network, but the regionals have been serving this function. She cautioned against losing the regionals as a growth path for coming up through the ranks both professionally and in terms of EDUCAUSE service.
- Freeman echoed Hatch, saying that she actually attended with her staff the first time to help them learn to negotiate the annual conference.
- Hatch drew the connection to the CIO pipeline, saying it starts at the regionals.
- Sipher described two important facets of professional development as building a community outside your campus and knowing what the big picture is. He noted that having multiple conference options allows campuses to get staff to face-to-face opportunities while “keeping the lights” on.
- Little described the research we are pursuing to improve our insight into how first time regional attendees interact with EDUCAUSE offerings subsequently. She described new uses of the program committees to help with community building.
- Smith observed that the goal and purpose of the regionals is still not clear and that as the purpose is clarified, the design will improve. He noted that per Hatch’s previous comments, geography does matter.
- Lassner asked whether the regions themselves could be taking more responsibility and observed that wherever the regionals are held, they will serve a small percentage of the membership.
- Voss speculated that networks and consortia like the CIC may be competing with the regional conferences.
- Oblinger suggested there might be a tipping point where conferences begin to take off on their own. Little commented that it has to do with positioning, citing for example, Midwest in Chicago near St Patrick’s Day.
- Little commented that the West-Southwest Regional Conference (WSWRC) was excellent this year and that she thinks the conference is growing toward success like the Midwest.
- Oblinger summarized by saying that some steps are simple, like dropping “regional” out of the titles, but suggested that we have not addressed the local networking problem. She opened the topic of how to communicate the proposed changes.
- Stiles suggested putting it in terms of a learning opportunity and stressing both the community’s desire for face-to-face opportunities and flexibility of being able to choose between three conferences.
- In response to a question, Little clarified that NERCOMP will not be affected by the proposed changes.
- Metros commented that at USC, people have started using “Meetups” to form sub-groups and that maybe we can message that idea to create the sub-networks based on regional connections.
- Sipher observed that students and young employees are creating new ways to learn from and contribute to the professional development experience – a new form of networking and community building using virtual tools.
- Oblinger asked the group if we are ready to make a change and received approval from the board.
- Little informed the board that a plan for the change will be available at the next board meeting.
- Allison commented that the proposed changes reflect EDUCAUSE’s efforts to respond to member needs by updating programs.
- Smith noted that it is continuous improvement so good work.
- Little thanked the group and asked board members to provide any additional feedback direction to her.

A CONVERSATION WITH MOLLY BROAD

- American Council on Education President Molly Corbett Broad conducted an informal open conversation with the board members.
ACTI, ECAR, AND WORKING GROUPS

- Oblinger opened the discussion of ACTI and ECAR by noting that ACTI is unsustainable as currently conceived.
- Grajek described the proposed model combining the two sub-brands observing many synergies between the two groups, and asked the board to respond.
- Metros commented that she had always thought of ACTI as tactical and ECAR as strategic, and that she would pass ECAR representation along to others in her organization if it became like ACTI. Grajek responded that she thinks the relationship will make ACTI more strategic, rather than ECAR less so. Metros said she anticipates losing the thought leadership more forward-thinking sessions she has come to expect from ECAR, so would expect the audience for the combined resource to move toward operational leaders. Oblinger noted that participation in ECAR has already shifted.
- Lassner supported the analysis and mentioned that the value in the ECAR symposium is historical but does not reflect current realities. He speculated that we could try to bring back the old-style ECAR symposium, but if not, this merger makes perfect sense.
- Oblinger responded that we have tried to bring more forward-thinkers into the annual conference and reminded the group that, of the most memorable ECAR symposia, HP sponsored the costs.
- Northam observed that the proposed merger is a positive step. He observed that bringing the ACTI community of practice into ECAR potentially benefits both. He noted the important challenge of bringing ACTI in to ECAR without subsuming its identity.
- In response to Northam, Smith commented that in a true merger, either one party gets subsumed, or a new identity emerges. He offered the suggestion that we reconfigure both together into something completely new, with a new name.
- Lassner returned to the topic of EDUCAUSE ECAR/ACTI thought leadership events, noting that we have not found an alternative to Snowmass.
- Metros suggested giving ECAR speakers exclusive access to the thought leadership speakers at the annual: a “backstage pass.”
- Maas expressed agreement with the “merger” proposal. He confirmed that queries he made in preparation for the board meeting indicate that the working groups are the element that ACTI members value the most.
- In response to Maas, Oblinger noted that our evaluations further indicate that the ACTI members value the face-to-face convenings as focused opportunities to explore critical technology issues.
- Sipher observed that it should be possible to track so that we do not lose either one, ACTI or ECAR.
- Grajek commented that ACTI participants reported valuing from getting off campus for focused time to plan and think, that it was small, and provided an opportunity for networking.
- Voss commented that CIOs attend RUCC, the CIC, etc., and questioned whether we need another convening opportunity.
- In response to Voss, Sipher observed that getting together with the peer space is important, but that it is also important to meet with leaders cross-sector.
- Lassner suggested that convenings in general are worth pursuing.
- Oblinger observed that there are other valuable convening formats, citing the recent CHEA gathering on accreditation as an example of a small, invitation-only conversation focused on a specific topic. She also mentioned the possibility of connecting with corporate consultants through Elliott Masie.
- In reference to Smith’s previous suggestion, Grajek asked whether we should change the name first or announce first.
- Metros commented that the risk in changing the name is that it may flag it as something new at a moment when all memberships are being scrutinized.
• Stiles observed that perhaps just piloting the working groups might be enough for ACTI to feel positively about the change.
• Oblinger observed that some of the working groups are likely to sunset as they may have filled their purpose.
• Maas commented that folding the active groups under the ECAR umbrella strengthens the working groups, as long as they are not micro-managed or charged in a top-down fashion.
• The board concurred that planning a merged ECAR/ACTI should proceed.

The business meeting adjourned 3:10 p.m.

The Executive Session convened at 3:15 p.m. Executive session adjourned at 3:40 p.m. ET.