EDUCAUSE BOARD MEETING MINUTES

NOVEMBER 5, 2012

DENVER, CO

ATTENDANCE

- Board members attending: David Lassner (Chair), Diana Oblinger (President and CEO), Debra Allison (Treasurer), Joel Cooper, Ted Dodds, Joy Hatch, Bruce Maas, Susan Metros, Richard Northam (Secretary), Pattie Orr, Justin Sipher, Vernon Smith, Randy Stiles, Brian Voss, Brad Wheeler (Vice Chair)
- Staff attending: Joanne Dehoney, Susan Grajek, Greg Jackson, Garth Jordan, Julie Little, Michelle McIrvin (for financial and 2013 budget discussions)
- Absent: Kara Freeman

CALL TO ORDER

- Lassner called the meeting to order at 9:00 a.m. mountain time (MT) and asked for comments on the consent agenda, including the June 2012 board meeting minutes.
- The minutes were approved by unanimous consent at 9:05 a.m. (MT).

PRESIDENT’S REPORT

ANNUAL CONFERENCE

Oblinger gave an overview of the annual conference. She reported that the current registration number, 4,165, exceeded the goal of 3,505 registrants and that revenue goals were also exceeded by $300,000 at $6.5M. Oblinger noted that in 2009 the association began placing a renewed emphasis on CIOs to better align the conference with their needs and requirements, and that registrations for the sector have increased 23% since then.

Dodds concurred that CIO and senior IT leader attendance is an important success metric. Lassner commented that approximately one out of every five attendees is a CIO this year. Lassner observed that the board has been championing the association, and cited Brad Wheeler in particular as being a consistent booster.

Oblinger provided an overview of conference highlights, including:
• Featuring new speakers drawn from diverse sources
• Expanding time between sessions
• Combining the former Thursday night party with the exhibit hall opening
• Offering an earlier end time—in the hope that people stay through the entire conference
• Providing two flexible learning spaces—one of which we own so we can set it up at every conference

Oblinger described innovations in the exhibit hall, explaining that the exhibitors rely on traffic, so we developed new activities that draw conference participants to the hall, including:

• Themed “alleys”
• Learning theater with activities such as:
  • A game changers competition with significant prizes
  • Community colleges talking about learning relationship management systems where they match with firms that provide those services
  • A community projects carousel

Oblinger described the diversity of sessions, including:

• An unconference
• Rich media
• Online community updates
• Wayfinding video and welcome video online
• Annual business meeting conducted in advance of the conference through Adobe Connect

Finally, Oblinger described the CIO experience, noting:

• The use of inserts instead of large badges designating CIOs
• The placement of the CIO lounge adjacent to other spaces of interest to CIOs
• CIO coaching through Next Generation Search (Dodds commented that this was a one-time session, not an ongoing relationship)

Oblinger reported on the growth and professionalization of the online program, noting in particular the use this year of close captions.

• Wheeler asked if the online program has cannibalized face-to-face (FTF) attendance. Little responded that in fact it has extended the brand so that when people have funds they are likely to attend the FTF conference.
• Orr described the online conference’s value for professional development.
• Metros noted that the ability to get additional seats has worked well for subunits that want to host sessions.
• Wheeler noted that his organization is sending 46 people to the on-site conference this year.

VISUAL CAMPAIGN

Oblinger described the association’s efforts to make the space visually interesting and to convey messages, not just advertisements. She highlighted the smaller visual boards that remind attendees of the breadth of association activities and shared the translations of the top-10 IT issues.
CORE DATA

Oblinger noted that we are providing a preview of the CDS reporting tool that will allow attendees to try it.

EVALUATION

Oblinger asked Little to report on the new conference evaluation process.

- Little described the streamlined and shortened summative evaluation form, and the on-site qualitative evaluation activities, including numerous feedback mechanisms, interviews, and focus groups.
- Little mentioned that all online attendees, not just those who registered, will be able to provide feedback.
- Sipher suggested that we incorporate a summative conference feedback mechanism in the EDUCAUSE conference app.

ANALYTICS

Oblinger reported on the 2012 analytics initiative. She highlighted the following.

- One goal was to generate new literature on the topic; the analytics edition of *EDUCAUSE Review Online* and other articles and resources fulfilled this objective.
- Through the ECAR study, we benchmarked analytics capacity for the first time, and a maturity index will be released shortly.
- With 1,579 registrants, the summer Analytics Sprint exceeded the reach of all the regional conferences combined.
- The final special event of 2012, the Analytics Summit, gathered representatives from diverse sectors including student affairs, the business office, advising and admission personnel, university counsel, institutional research, foundations, and the corporate sector.
- A new “analytics slider bar” on the website helps organize the association’s analytics resources.

OTHER

Oblinger reported that EDUCAUSE participated in the Siemens MOOC on the Future of Higher Education, organizing a one-week unit on breakthrough models.

Oblinger opened the floor to questions about the president’s report.

Little provided a flyer on the new breakthrough model academy. Oblinger explained that we are investing in new models by tapping individuals who are capable of catalyzing change, whether in their current or future roles.

FINANCIAL REPORT

McIrvin reported positive news: that our budgeted net loss for 2012 is less than expected at $900K, and that we will meet our budget for 2012. She noted that investment income has increased.

Lassner explained for new board members that we are on a January to December fiscal year. He noted that we are at a point where expenses for the conference have hit the books, but profits have not. He also alerted the board members that a discussion of the proposed 2013 budget occurs later in the day’s agenda. Finally, he reminded the
members that the full assessment of the 2012 budget occurs at the first board meeting after the budget year closes, which this cycle will be in February 2013.

BUSINESS MEETING

STRATEGIC PRIORITIES

Oblinger opened the discussion of the proposed 2013 strategic priorities by explaining that the executive team outlines priorities each year in areas we want to build and highlight, both to direct our efforts and to help staff understand the association’s directions. Oblinger described the three focal areas for 2013.

Connected learning as a “game changer.” This strand will continue the game changers motif, with a focus on e-learning and digital strategies using the phrase “connected learning.” Our activities will clarify the issues and help campuses.

Enterprise. The enterprise priority will evolve in two directions. One is to understand the here and now with a focus on CDS and benchmarking. The other is to build an on-ramp for significant activities in 2014 related to the coming end of life of an institution’s infrastructure and ERP resources.

Foundations. The third strategic direction is continuous improvement of our core activities, which includes improving our conferences, publications, and professional development activities. We have an important internal priority to strengthen project management and communication.

- Wheeler cited the enterprise focus as the last turnaround area for EDUCAUSE. He noted that the audience for the area has been drawn off to Ellucian, PeopleSoft, Kuali Days, etc. Wheeler contrasted two paths: develop something new or compete with these other entities, and he asked how seriously EDUCAUSE intends to pursue the area.
- Voss followed by asking whether the scope was just ERP or broader. Wheeler suggested the complexity of the area, observing that for just two systems, the student information system and the human resources system, his institution has 39 other homegrown systems built around them.
- Oblinger noted that earlier in the year we thought enterprise would be the major focus but soon realized we did not have a good strategy or funding model.
- Jackson noted that the first issue is nomenclature, and the first step is getting the elevator speech definition. The second step is to figure out what EDUCAUSE is already doing, such as ECAR studies, a variety of formal programs such as conferences, security workshops, etc. He cited the need to ensure alignment in what we do in this area, beginning with a single enterprise conference in 2014. A small working group will frame the issues.
- Wheeler noted that the trajectory is slow, given that renewal decisions are happening in the next nine months. He cautioned against generating activity without getting us to where we need to go. He recommended a goal of cutting the cost of administrative systems by 50% in this decade.
- Maas reported that we are not connecting well with provosts about the timelines to address ERPs; they are not seeing the relationships between their decisions and pricing.
Metros agreed there is a need, noting that her institution’s Workday project just extended from 18 months to 26 months.

Grajek reported that CDS is developing the data needed to support enterprise planning (for example, cost drivers) and that to better support CIOs, EDUCAUSE is recasting the ECAR Symposium as the Symposium on the Future.

Dodds highlighted the value in looking at the relationship between utility services and differentiators, or, put another way, enterprise and game changers. He described the goal as maximizing the value and reducing expense on utility so that you can differentiate on factors that make campuses unique. He stated that he shares Wheeler’s desire for pace, recommending that we be as quick off the mark and as comprehensive as possible in pursuing the priority. He noted that to stay relevant will be a challenge.

Allison reported that her campus has a great sense of urgency around the matter of enterprise services, reporting that her CFO has said that in three years they will have to make a decision on the campus ERP. Allison recommended a collaboration with NACUBO, which has also expressed an interest in the issue.

Stiles described the issue as matters of institutional efficiency and of communicating budgets in terms of value-added and services rather than a general ledger approach.

Wheeler added that Pearson’s Adrian Sannier has used the phrase “reallocated from cost to core.”

Sipher observed that at the same time that costs for systems rise, end-user expectations continue to rise. Wheeler concurred, referencing the effect commercial systems have on setting user expectations for the usability and relevance of campus systems. Sipher noted the importance of messaging around the value of the systems.

Lassner agreed with Wheeler on the pace of change on the ERP side and suggested that a focus on the issues associated with ERPs could take off while the large definitional activities for the priority occur in parallel. He concurred with Allison’s suggestion to develop a partnership with NACUBO.

Wheeler offered the point that many institutions are in a situation of deference to functional owners, so the CIO community is an insufficient stakeholder.

Lassner speculated that this might be an area where EDUCAUSE could take an active role in solutions, which could potentially offend corporate partners. Orr responded that it is important to frame our language so that we are in partnership with vendors, not at war with them. Wheeler responded that we are at war with cost, not the systems themselves. Orr reiterated that the language is important.

Metros stressed the importance of user interface design. As these systems roll out to students the pressures on usability are substantial.

Lassner reminded the group that they do not have to come to a conclusion and summarized the board’s position as approving the proposed focal areas.

Smith concurred with Wheeler that a goal that pushes on cost will get attention and provide leadership for the community.

Dodd asked that the word “manifesto” not be used for the final product.

Orr recommended engaging the community in structuring the initiative.

Wheeler cited Colorado State, which flipped a 20-year-old financial system for $2 million, as an exemplar that defies assumptions about the costs of these systems.

Dodds noted that given the core mission of higher education, accepted funding expectations and practices are flipped—everyone is accustomed to spending millions of dollars on ERPs, while it can be impossible to get funds for classrooms.

Oblinger closed the discussion by stating that the Enterprise area is a priority but that the association is still in development on specific activities and will return to the board in February with additional detail.
Oblinger reported that the budget for 2013 includes a 2% membership dues increase as well as a 14% dues increase for corporate members.

- Smith concurred with the proposed corporate dues increase and asked whether we have benchmarked our corporate dues against other associations. Jordan responded that EDUCAUSE dues for corporate members are about average for associations.
- Stiles asked what the total share of corporate revenue is in the budget. Jordan responded that corporate revenues equates to slightly under a third of total revenues.
- Wheeler suggested that there might be a misperception in the membership in the role that corporate revenues play. Oblinger responded that we try to be transparent. Wheeler clarified by saying that board members have a role to play in helping people understand the role of corporate contributions.
- Jordan noted that the value of in-kind gifts were not included in the previous estimate. Stiles asked if we account for in-kind in our revenue calculations. Jordan responded that in-kind services are often negotiated as a quid pro quo for membership or sponsorship.

Oblinger reported a proposed conference registration fee increase of 1.5–2%, depending on the conference and membership status. She cited salaries and benefits as EDUCAUSE’s greatest expense and noted that the 2013 budget includes three new positions for DRA. She highlighted the 3% merit and equity increase rate, in keeping with association averages. In response to a question, Oblinger stated that staff retention is about 89%.

Oblinger pointed out that for 2013 we have a budgeted loss of $425K for capital expenditures, including the web redesign. She invited questions.

- Voss asked whether the amount of money requested for the website is enough for the goals and tuning required? Jordan responded by saying that in fact it is probably low, citing the cost of Drupal personnel and the need to switch to a LAMP environment. He noted that our gap analysis has already demonstrated that over half our Drupal modules are custom. Voss responded that while the website look and feel is improved the site is so slow that we are missing value. He suggested that we continue to invest as needed to hit the quality bar we have set. Wheeler concurred saying it is part of the trajectory toward investing in IT.
- Dodds asked whether we are partnering and outsourcing correctly. Jordan responded by saying that we are considering many options as we move to the next phase.
- Sipher noted that for online participants, anything that does not show a progressive, modern technology footprint will turn people off. In response, Little clarified that while online participants may use the website to develop their personal agenda, the actual sessions are hosted off the EDUCAUSE website on third party sites like INXPO and Adobe Connect.
- Wheeler offered the comment that in his view we have too much cash in reserves, suggesting that in a decade that is going to involve dramatic change for our institutions, we should be prudent about how we put the reserves to use. Wheeler complimented the staff on how EDUCAUSE navigated the financial crisis. He encouraged the association to not have more passive cash than required.
- Oblinger commented that we increased our operational reserves targets and are still trying to hit them.
- Stiles suggested that presenting trend lines on the reserve and having a spending policy for the reserves is useful. Wheeler said that he would be happier with $2 million less in the strategic reserves, recommending that if we know what to do and money would make it go faster, we should consider it.
- Oblinger asked for more specifics, noting that we have already increased our budget allocations to salaries, which represent an ongoing commitment beyond one-time cash.
Wheeler recommended that the association not hesitate to structure two three-year contracts to address specific capacity-building needs. Northam concurred that using contract staff to increase capability is reasonable, practical, and in-line with CAUDIT practices.

Dodds reiterated that the website is undermining the association and that hiring shorter-term staff to address it is reasonable.

Lassner proposed that the board would be willing to entertain proposals to fund strategic initiatives.

Voss moved to approve the budget; Metros seconded.

Smith interjected that he is hearing a clear spending prioritization, with the website first.

Maas noted that the net income calculation appears to be incorrect on page 14.

WEBSITE DISCUSSION

Oblinger and Lassner added a discussion of the website challenges to the agenda. Jordan described the issues as staffing, mainly related to acquiring and retaining Drupal talent. He asked the board for suggestions.

Dodd suggested that if the basic architecture is sound but the problem is staffing, why not just invest in the talent? Dodds observed that the retention issue is not just about money but also about providing projects that Drupal engineers will find challenging and beneficial to their career development.

Wheeler reported making structural salary changes the last budget cycle with broad adjustments in similar job categories to those under discussion, saying that his programmers were getting offers for literally double the salary he was paying.

Voss cautioned that when you restructure a single job category you can create overall inequities that yield their own problems.

Metros suggested that if EDUCAUSE hired Drupal talent, perhaps they could then supply any excess capacity as consultants.

Smith noted that web developers are hot and also that the Colorado market is particularly difficult.

Lassner expressed sympathy with the money problem and suggested that EDUCAUSE needs to have good programming talent.

Allison observed that contracting firms go out of business as well, creating additional challenges.

Northam cautioned that when you contract with universities for programming support, you are never the top priority.

Maas reported that his institution has Drupal experts who are underutilized, so there may be some possibility for a relationship.

Metros said that although she would not recommend it, student labor can be useful for internship-style projects as long as they are clearly defined.

NEXT GENERATION OF CIOS

Oblinger asked Brian Voss to frame the discussion.

Voss described the higher education CIO sector as characterized by a lack of qualified and quality individuals and a lack of professional development opportunities. He observed that we do not do a good job of developing people and can even be protectionist about our talented emerging leaders. He added that institutions do not understand the dimensions of the position or what it means to hire for the position, and concluded by posing two questions:
1. **What is EDUCAUSE’s role?**

2. **What can EDUCAUSE do to develop the product and the market?**

- Lassner asked if the established CIO is part of the picture, e.g., those who used to attend SAC. Voss responded by noting that there is also the category of people who are looking at retirement or another major career transition.
- Sipher noted that in addition to being qualified, there is also the dimension of whether people are interested, suggesting that IT leaders have a responsibility to remind our constituents that the role is attractive.
- Voss commented that he currently has four deputies, all of whom are interested in the CIO role.
- Orr thanked Voss for the essay, and suggested that a place where EDUCAUSE can contribute is in the area of improving searches. She also observed that additional work might be required to prepare women. Voss agreed that there are gender issues. Orr noted that her upcoming preconference seminar on women CIOs is not well subscribed.
- Northam reported that in Australia they have turned over 70% of CIOs in the recent past and that recruitment firms that have turned to CAUDIT report a disconnect between the campus perception of need and the actual job requirement. Northam further stressed the importance of strategic talent management.
- Voss followed up by asking whether EDUCAUSE could help campuses understand the role and required capabilities.
- Smith noted that we have a demographic shift such that folks can retire from one system and rehire in another. In terms of pipeline quality, he suggested that having a rubric would be useful for helping people understand the questions they should be asking and qualities they should be seeking in a CIO. Smith observed that succession planning and talent management expands the market for everyone, saying that the average tenure of community colleges presidents is about four years, with a massive exodus on the horizon, and that this kind of data would help shape the discussion.
- Grajek reported that based on ECAR data:
  - 75% of CIOs come from within higher education and 25% are new to the industry, with about four aspirants per job.
  - Many past aspirants are no longer seeking the role, citing stress and politics.
  - Women are more likely to think they do not have the required technical skills.
  - A third of aspirants had a mentor; this made them two times as likely to feel confident about their professional development.
- Grajek noted that CIO positions vary widely and needed competencies vary. She suggested that a menu of capabilities is required.
- Maas concurred with Smith that a rubric that is sensitive to context would be useful. He suggested that campus leaders need to know there is a place to go for the information, a trusted source, saying that he has seen a lack of awareness that there is a source of guidance. Voss reported trying to send leaders ECAR studies, *EDUCAUSE Review* articles, etc., but found that they were ad hoc and episodic.
- Dodds noted that the conversation reminded him of the “Making the Case” conversation about how you talk to presidents about IT and why it is strategically important. He suggested that part of the question is timing—leaders pay attention when there is a problem and ignore it when there is not. The idea that IT is only visible when it is a problem is its own barrier. Dodds observed that there might be a window right now due to the MOOC hype. Dodds further reported that Cornell just performed two senior-level searches that attracted highly skilled applicants from the private sector, stressing that we should be looking across industry verticals.
Voss noted that the best CIOs have deep experience of the higher education sector; he suggested that bringing in from industry at the number-two level is a smart way to integrate them.

Stiles agreed with previous comments and suggested that candidates need to know about the faculty, understand privacy and security issues, have to be a translator who can work with people, and must be able to speak the language of your staff and the people you serve. EDUCAUSE could help institutions write the “spec” for what specific institutions need in a CIO.

Metros cited the importance of looking for leaders in unusual places, noting that people do not know what the job is. Metros observed that people are there who want to move into leadership positions but are coming from nontraditional areas, and suggested we need to plant the seed early, particularly with students. About internships, Metros suggested that internship opportunities would be a way of cultivating students into the pipeline.

Jackson reported that in a survey of R1s, half of sitting CIOs had been CIOs before. Of those who were first timers, half had come from somewhere else. He suggested that it is a complicated labor market and EDUCAUSE could bring clarity to it.

Wheeler complimented Voss on his paper and noted that if the CIO job trends downward it will also adversely affect EDUCAUSE as an association. He suggested that cultivating and growing talent matters as does improving the demand side. Wheeler stressed the importance of the nature/nurture problem, saying that both tacit and explicit knowledge are components of the role. He suggested that training programs can address explicit knowledge, but tacit knowledge is built through mentoring and apprenticeship relationships. Wheeler supported exploring a model like the ACE fellows model.

Orr concurred with Wheeler but noted that it is hard to develop the apprenticeship model internally. She noted that we have to avoid creating a downward dynamic through our own negative marketing and that we have to elevate the dialogue and spin to improve the optics on the job. She observed that what we say can make things come true, and cautioned against “whiny” rhetoric.

Lassner concurred that it fits the agenda to develop the dialogue with presidents about the value of IT. He noted also that we should be clear about whether we are talking about CIOs or CIO and other high-level IT leaders, remarking that a significant source of CIOs is that next tier of leaders, for example, deputy CIOs.

Oblinger described the executive team discussion about possible responses. She posed a number of questions: Who will listen to us? Why will they come to EDUCAUSE? What are the partnerships we need to develop, for example, with the American Council on Education (ACE) and the Association of Governing Boards (AGB), and what do we do for sitting CIOs? She noted incidentally that many people have wished for the return of SAC, even though it may be based in nostalgia.

Voss responded that, ideally, we would identify presidents to become spokespeople, for example, Indiana University President Michael McRobbie. He reported that consultation opportunities do arise for sitting CIOs who are asked to guide institutions launching a search. Voss identified EDUCAUSE’s entrée to presidents and provosts as an aspect of the challenge.

In response to a question from Lassner, several board members concurred that presidents and provosts would in general not agree that this is a problem.

Orr noted that Kara Freeman would have an interesting perspective on the conversation. She also commented that EDUCAUSE must be able to communicate with typical presidents who are not IT-centric themselves.

Oblinger reiterated Voss’s earlier point that the value of the CIO is not so much technical as a deep understanding of higher education. She observed that knowing the important national players like Achieving the Dream is part of the context CIOs should have and be able to provide their campuses. Voss concurred, describing the importance of his experience and network when he had to respond to his campus’s rapid adoption of a Coursera pilot.
Sipher added that knowledge plus relationship skills are the key to the position, remarking that while you need technical knowledge to be credible with staff, faculty, and academic leaders, relationship skills are imperative for being able to navigate the environment.

Metros reflected that you can look at knowledge of the strategic value of IT from the ground up, offering a corollary in that a typical room of academics will contain only a couple who know the institution’s general education requirements.

Stiles reminded the group that complexity, scale, and context are always an issue, observing that at smaller schools, the CIO must be highly technical.

Oblinger asked the group to clarify what the board would hope to see EDUCAUSE do between now and June on this issue.

Dodds responded by saying that for sitting or aspirational CIOs, he is an advocate for coaching, and wondered whether EDUCAUSE could sponsor a community volunteer mechanism to pair coaches and aspirants.

Smith observed that there is literature on mentoring that could inform planning. He commented that it can be harder for women and minorities to get the mentoring they need.

Oblinger requested comments from Julie Little, who noted that we do have a mentoring kit, but suggested that (a) the kit could be updated, and (b) campuses often do not have the infrastructure to use it.

Allison cited systems that let you anonymously put out problems to solicit help from a community.

Lassner suggested that the issue might not be one of professional development.

Wheeler suggested that we should clarify levels so that the opportunities make sense, suggesting that the top is the hardest problem: understanding what will incentivize someone like Brian Voss to support his deputies to participate in one of the top-flight programs that might be their ticket out of his organization.

Orr observed that, in her experience, mentoring programs do not work due to the subtlety of the mentoring relationship, as well as personality and timing variables, and further noted that you need different mentors for different times. She predicted failure for a program that sets an “eHarmony” expectation. Orr concluded by cautioning that without the correct vetting, you may be engaging with another person’s problematic employee.

In response to a question from Little, Wheeler clarified the idea of a “pyramid” as a broad base of self-study and self-assessment materials and a narrow band of high-end immersion and mentoring experiences (like the MOR program).

Metros noted that materials are required that address reasons people would not be CIOs, along the lines of “mythbusting.”

Lassner asked what our success metric would be for any work we undertook in this space. Wheeler commented that today’s CIOs might be less bold than the generation that created Internet2, and that if we see CIOs playing a more influential role, we will know we have succeeded.

Oblinger asked the group to comment on the idea of EDUCAUSE performing search consulting services.

Voss cautioned that it could undermine the trust relationship of the association with its membership. Voss suggested that EDUCAUSE talk to four to six recruiters to ask what EDUCAUSE could do to make searches more effective. He further suggested that EDUCAUSE reach out to a few presidents such as Herbst at UConn as part of a needs assessment.

Stiles seconded Voss’s idea and Smith’s previous suggestion about rubrics.

Wheeler posited that the EDUCAUSE brand is more valuable than we have developed and that there is room for judicious consulting via “educause.com” or “educause.org.” He suggested that money leaks out of higher
education that does not provide a lot of value to the sector. He advocated that the board consider the idea of a subsidiary that provides these and other services.

- Voss noted that there is a connection to the part of the conversation about retiring CIOs and others who are from within the ranks and have the expertise.
- Wheeler noted that CIC CIOs now offer an internal review service whereby if you host a CIC CIO meeting you can ask for an internal review.
- Oblinger asked the group to rank the activity in terms of its priority and concluded that the area is strategic, but we do not know exactly what to do with it yet. Voss responded that the association might take the actions proposed and come back in February to continue the conversation.
- Dodds seconded the previous request that we talk to firms to learn more about what we can do to help and stressed the importance of focusing on where we can really make a difference, suggesting that if we are prepared we can take advantage of opportunities to exert influence as they arise.
- Hatch noted that we have to continue to think about scale and size, reminding the group that at the bottom of the pyramid the resources are crucial and that resources appropriate for smaller colleges and universities will make a difference immediately.

**OFFICER ELECTIONS**

Lassner thanked the outgoing board members for serving as the election committee and reminded the group that there are no term limits on officer elections.

Dodd described the process, saying that we had a series of dates for nominations. The election committee contacted nominees and yielded the resulting slate: Debi Allison (Chair), Brian Voss (Vice Chair), Susan Metros (Secretary), and Bruce Maas (Treasurer).

Allison asked if the process created any lessons for next year.

- Wheeler said that the process was smooth.
- Metros suggested providing reminders for nominations.
- Northam recommended that the schedule be published in advance.

After opening the floor to comment on the slate, Lassner proposed approval by acclamation. The slate was approved by acclamation.

In response to a question, Jackson described the nominations process, as the new vice chair has an immediate role to play, and asked the board to recruit people and encourage people to participate in the process, especially those who may have been previously nominated but not made it through the process.

Lassner asked if there were any other issues while the full staff is present. In response to an inquiry from Smith, Jordan reported that the new Louisville office space has been a great success and has been adapting flexibly to organizational needs.

**EXECUTIVE SESSION**

The executive session commenced at 2:30 p.m. (MT).

The board meeting adjourned at 3:15 p.m. (MT).