EDUCAUSE Board of Directors Meeting Minutes
January 22, 2009
Orlando, FL

Board Members Attending: Jerry Campbell, Joel Cooper, Ted Dodds, James Hilton, Lucinda Lea (chair), Thomas Maier (secretary), Marilyn McMillan, Tracy Mitran (vice chair), Diana Oblinger (ex officio), Carrie Regenstein (treasurer), Kathleen Santora, Scott Siddall, Brad Wheeler

Staff Attending: Jarret Cummings, Cynthia Golden (by telephone), Richard Katz, Mark Luker, and Michelle McIrvin

The board met in executive session from 10:00 a.m. to 12:00 noon. Lea called the board into regular session at 12:35 p.m. She welcomed the new members and thanked them for participating in the prior week’s orientation session.

Approval of Minutes
Lea asked board members for any edits to the minutes from the previous meeting. Hearing none, she asked the board to approve them:

Motion—That the minutes from the October 27, 2008, board meeting be approved. Motion made by Maier, seconded by Campbell, and passed by acclamation.

President’s Report
- Oblinger referenced the organizational activity reports provided in the meeting materials and invited board members to contact her with any questions.
- Oblinger reminded the board about the EDUCAUSE 2008 Annual Conference evaluation report they received via e-mail. She noted that overall attendee satisfaction was consistent with the conference’s historically high satisfaction levels and asked board members to send any questions or comments about the report to her for further discussion.
- Members also received via e-mail earlier in the week a copy of the green IT summit report (as an example of how EDUCAUSE has begun leveraging such events to generate resources for members) as well as a brief on association plans to help members address the impact of the economic downturn.
- The release on January 20 of the 2009 Horizon Report, a joint publication of the EDUCAUSE Learning Initiative and the New Media Consortium on emerging technologies, was highlighted for the board.
- Oblinger asked board members to share recommendations on potential nominees for the Leadership and Catalyst Awards with the recognition committee by February 1.
- Audit committee appointments were also reported. Regenstein will chair the committee, with Maier and former board member Margaret Plympton of Lehigh University serving as members.
- Oblinger noted that the negotiated rulemaking process for the copyright infringement/peer-to-peer networking provisions of the federal Higher Education Opportunity Act had been suspended pending further review by the new administration. EDUCAUSE had already begun a process to provide representation for higher education in that process, so it is well positioned to act if and when the process is restarted.

Financial Report
Due to the production schedule, the financial and investment reports for the meeting were up to date through November 30, 2008. Updates on unaudited financial information through December 31, 2008, were presented.

Approved Resolutions
The board moved and approved by acclamation the two banking resolutions submitted for action:

- (Wells Fargo Bank of Boulder, CO, Checking, Wells Fargo Brokerage Services, Money Market, Federal Securities, Repurchase Agreements, and Certificate Accounts) “RESOLVED, that Lucinda T. Lea, Chair; or Carrie E. Regenstein, Treasurer; or Diana G. Oblinger, President; or Richard N. Katz, Vice President; or Mark A. Luker, Vice President; or Beverly D. Williams, Senior Director; or Catherine Yang, Senior Director; or
Susan A. O’Rourke, Senior Office Manager; of this organization be and are hereby authorized to withdraw funds of this organization from said Wells Fargo Bank of Boulder checking, money market, federal securities, repurchase agreements, and certificate accounts by transfer to other EDUCAUSE bank accounts and upon checks of this organization, signed as provided herein with signatures duly certified to said bank by the Director of Financial and Administrative Services of this organization, and said bank is hereby authorized to honor and pay any and all checks so signed, including those drawn to the individual order of any officer or any other person authorized to sign the same. Any check exceeding ten thousand dollars ($10,000) requires two authorized signatures.”

• (Wells Fargo Bank of Boulder, CO, Safe Deposit Box) “RESOLVED, that a safe deposit box at Wells Fargo Bank of Boulder be leased in the name of EDUCAUSE from said institution under the terms of the printed lease forms prescribed by said institution, that such lease agreement on behalf of EDUCAUSE shall be executed on its behalf by any of the following officers of this company: Lucinda T. Lea, Chair; or Diana G. Oblinger, President; or Richard N. Katz, Vice President; or Michelle A. McIrvin, Director of Financial and Administrative Services. RESOLVED FURTHER, that any of the above persons will have the right of access to such box and will have the right to remove from and/or add to contents thereof and have full absolute control of the same, and that this company hereby waives any liability of said institution arising out of the exercise by any said named persons of the powers herein granted. RESOLVED FURTHER, that neither cash nor other negotiable assets will be stored in the safe deposit box.”

**Statements of Financial Position (Balance Sheet)**

• For 2008, the association’s investment portfolio registered $2 million in unrealized losses. This represents a 16% decline in the portfolio, as compared to a 37% decline in the broader market.

• Information provided by the association’s investment advisor demonstrated that the association’s current investment strategy follows board policy. The firm recommended EDUCAUSE continue with that strategy and consider increasing its mutual fund holdings if feasible due to the market being significantly undervalued.

**Statement of Activities (Income Statement)**

• The association’s net loss through November 30, 2008, was $1.37 million. This largely derived from unrealized investment losses and draws on reserves not taken, which were offset in part by greater income and reduced expenses in other areas.

• Converting to an operational figure (i.e., removing unrealized investment losses), EDUCAUSE had a bottom line gain through November 30 of $1.1 million, as compared to a budgeted gain of $300,000. Thus, operationally, the association was $800,000 ahead of budget through the end of November.

• Comparing the first 11 months of 2008 with the first 11 months of 2007, the operational gain for 2008 was $17,000 less than for the same period in 2007.

**Business Meeting**

*Impact of the Economic Downturn on Higher Education (Action: Discussion of issues and potential responses)*

• Oblinger noted the anecdotal evidence EDUCAUSE has received on the budget cuts (in some cases multiple rounds) and travel constraints with which members are contending. She also reviewed the preliminary results from the member survey on the topic:
  ○ Most respondents are experiencing budget cuts; the average reduction is 7%, and that is expected to reach 9% over the course of the year.
  ○ Public institutions are currently facing greater cuts than private colleges and universities.
  ○ Most CIOs have some discretion in implementing budget reductions, but face some mandatory restrictions.
  ○ Thus far, the most common ways of implementing budget reductions include freezing vacant positions and delaying hiring, reducing energy consumption, cutting travel, and centralizing servers.
  ○ Respondents indicated an average decrease of approximately 20% in planned event attendance.

• Oblinger indicated that the survey results are still being analyzed and that the board will receive a more complete report once that process has finished.
• Declines in registration for recent and upcoming regional conferences range 6–11%, with the ELI and Net@EDU annual meetings seeing declines of 16% and 24%, respectively.

• As a result, the association has revised its budget assumptions to anticipate a 15% decline in registration revenue, a 20% decline in corporate sponsorship revenue, and a 5% reduction in dues revenue. For the annual conference, anticipated declines in registration and corporate sponsorship revenue are 10% each. Those assumptions will be reviewed and revised each quarter as necessary.

• In the member survey, respondents indicated EDUCAUSE could best support them in addressing the effects of the economic downturn by:
  ○ Offering more webinars, podcasts, and other web-based activities; suggested topics included:
    • Best practices in centralization and virtualization
    • The role of IT in achieving the institution’s strategic goals
    • Sustainability
    • Cloud computing
  ○ Producing more white papers on economic conditions and institutional responses
  ○ Highlighting innovative, strategic uses of IT in higher education
  ○ Pursuing other options for meeting collective needs (e.g., shared procurement)

• Current association plans to respond to member needs include:
  ○ Developing a web page of resources members can use to better understand the economic downturn and address its institutional impacts
  ○ Producing special papers along the lines suggested in the survey responses (e.g., an ECAR report about managing the impacts of the economic downturn has already been released)
  ○ Having feature articles in EDUCAUSE Review and EDUCAUSE Quarterly (EQ)
  ○ Providing a series of podcasts showcasing community strategies
  ○ Conducting EDUCAUSE Live! webinars about institutional impacts and approaches
  ○ Hosting two regional CIO meetings with “managing the economic downturn” as the primary topic
  ○ Including focused programming in EDUCAUSE conferences (e.g., each regional conference will have a session on “Being Responsible and Creative in Financially Challenging Times,” led by area CIOs)
  ○ Working with the presidential associations to advance beneficial provisions in the federal economic recovery package
  ○ Continuing to advance dialogue and knowledge sharing about sustainable approaches to IT

• The board agreed that the association needs to be strategic in its budget philosophy as it considers how to adjust to the effects of the economic downturn:
  ○ That entails considering the mix of programs and services it should offer members over the next few years to truly meet their needs, and then revising its budget to focus resources in those areas.
  ○ It also involves evaluating all programs and services without preference or prejudice and striving to become more action- and project-oriented to produce practical, timely outcomes for members.
  ○ An implication behind these shifts is that EDUCAUSE should function much more as a convener of collective action in a few major areas in which EDUCAUSE and its members are truly willing to invest.
  ○ Shifting the association’s operational and strategic focus as described will most likely require adjusting organizational capabilities.

• The board then brainstormed major issues or ideas on which EDUCAUSE might focus over the next few years:
  ○ Ideas included leveragering IT to reduce the cost of higher education, professional development, strategic sourcing, intellectual property, e-textbooks/scholarly publishing, cloud computing, the internationalization of higher education, and sustainability.
  ○ Working collectively to reduce the utility costs of IT was also raised, with EDUCAUSE acting as the convener/coordinator of community action.
  ○ It was also suggested that EDUCAUSE explore how to support the community in “moving up the stack” in terms of working together to develop shared solutions to higher-level applications needs.
Following the discussion of strategic issues, the board brainstormed about possible projects EDUCAUSE might pursue in those areas. Suggestions included:

- Collectively developing an applications platform that institutions and disciplines could use at their discretion to efficiently produce and distribute digital materials
- Defining the knowledge and capabilities a CIO should have to support institutional and association professional development programming
- Working with other organizations to produce a framework and guidelines for green IT
- Creating a common framework for energy accounting in higher education IT
- Developing a roadmap of higher education and higher education IT associations and organizations to clarify who does what, which could inform efforts to reduce overlap and streamline outreach to CIOs
- Demonstrating the effectiveness of high-definition videoconferencing for facilitating interaction and reducing travel requirements
- Redefining and expanding the association’s approach to internationalization
- Clarifying the major ways in which IT can help institutions manage the cost of higher education, including the cost of IT itself

The board agreed to continue this discussion at its next meeting.

EDUCAUSE Priorities for 2009 (Action: Review and approval)

- Oblinger noted that the draft 2009 priorities document included in the meeting materials is primarily a brief intended to inform staff about what the organization plans to accomplish in the current year.
- The board agreed that the priorities generally match the emphases raised in the earlier discussion about budgetary and organizational philosophy.
- It was suggested, though, that staff consider revising some of the specifics related to each priority to emphasize action and outcomes as opposed to study and facilitation.

EDUCAUSE Policy Program (Action: Explore potential future directions for the program)

- Board members agreed that the association’s strategic directions as well as the day’s discussion about budgetary and organizational philosophy committed EDUCAUSE to rethinking all of its activities.
- This conversation was intended to apply those considerations to the association’s policy operations, particularly in light of the change in presidential administration, the economic downturn, etc.
- Key questions identified for the process included:
  - What is the value to the membership of having an EDUCAUSE Policy Program?
  - On what should the program focus to maximize that value?
  - What are the primary audiences for the program’s work and communications?
  - How should the program balance different policy areas (e.g., federal, campus) in its work?
  - How should the program work with members in setting the association’s policy agenda?
- It was also suggested that the association may need to more clearly define the policy areas it intends for the program to address (relating to the balance between policy areas).
- Traditionally a major focus of the program has been federal/government relations. However, some board members suggested that EDUCAUSE might have a greater impact by devoting more time to supporting the development of good institutional policy.
- It was also noted that understanding how to effectively influence and participate in institutional policy processes is now central to IT leadership. Since federal policy decisions tend to get made at the presidential level, board members indicated that EDUCAUSE can play a valuable role in helping members inform their presidents and government relations officers about IT policy issues.
- To stimulate further discussion, board members shared their thoughts on the policy activities EDUCAUSE could pursue that would provide the most value to them as association members. Options included:
  - Analysis and information on major IT policy issues, both for members and for presidential associations
  - Active dialogue and knowledge sharing with the presidential associations to help the IT community maintain alignment with presidential objectives
Support in communicating with and educating senior institutional leadership on IT policy issues

- Action-oriented guidance on how IT leaders can effectively participate in institutional decision making about campus policies and state/federal policy positions
- Project-based development of model campus IT policies
- Identification of the values that drive our community’s policy positions
- Research and analysis of federal policy issues

- The board agreed that CIOs, institutional government relations officers, and the presidential associations (as a conduit to campus presidents and national policymakers) should be the primary audiences for EDUCAUSE policy efforts.
- It was noted that EDUCAUSE members may see the association’s current campus policy resources as dated, but that reorganizing and updating them might not be the best use of association resources. Board members suggested that linking to institutional policy pages validated as offering good models might be a better option. That would free resources to focus on helping IT leaders better understand and meet their policy responsibilities, particularly in IT policy development. Providing guidance on working effectively with institutional legal counsel in this fashion was also seen as important.
- The need to support members in developing effective policy frameworks for services provided outside the institution (e.g., cloud computing) was highlighted.

**Future of Higher Education (Action: Open discussion)**

- Oblinger reminded the board of EDUCAUSE’s ongoing discussions about potential collaboration with the United Kingdom’s Joint Information Systems Committee (JISC), the Netherlands’ SURF Foundation, and the Council of Australian University Directors of Information Technology (CAUDIT).
- As a pilot project, the groups agreed to develop a white paper outlining an international vision of higher education’s future; board member Dodds is serving as the lead EDUCAUSE representative for the project.
- The groups’ interactions have shown that many commonalities exist between higher education institutions around the world despite their unique national contexts, Dodds noted.
- In discussing the draft project brief, Dodds suggested that it might evolve into a conceptual overview followed by descriptions of a few specific projects the groups could pursue together. Possible projects board members identified included:
  - Applying the “moving up the stack” concept to an international context, leading to the selection of particular applications for collaborative development by the groups
  - Identifying strategies for maximizing the institutional value of IT under difficult economic conditions
  - Educating and connecting internationally the next generation of higher education IT leaders
  - Capturing and disseminating the lessons learned about how to “go global” from institutions with large international operations

- Board members recommended that, as the process continues to unfold, any proposed projects related to it be very specific and practical to help the partner organizations build experience and capacity in working collaboratively:
  - The groups have very different funding models and organizational structures that might make it difficult to find broad-scale efforts relevant to all of them.
  - Focusing on a few specific options could help clarify where and how the unique strengths of each can come together to produce results for the membership of all the groups.

**New Business**

- The board decided to hold future first-of-the-year meetings separately from the ELI Annual Meeting to lessen the associated costs.

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:00–5:00 p.m.</td>
<td>Executive Session</td>
</tr>
<tr>
<td>5:00 p.m.</td>
<td>Adjournment</td>
</tr>
</tbody>
</table>