Apereo Board Meeting - June 2nd, 2013

- The Meeting was held in person in San Diego at the Annual Conference
- Attending: Alain Mayeur, Shoji Kajita, Charlie Leonhardt, David Ackerman, Ian Dolphin, Jim Helwig, John Lewis, Josh Baron, Patty Gertz, Robert Sherratt, Tim Carroll, Theresa Rowe, Douglas Johnson
- Guests: Michael Feldstein, Neal Caiden, Takashi "Take" Takekawa, Bill Yock, and Dedra Chamberlin
- Apologies for Absence: Nate Angell, David Kahle, Steve Swinsburg
- Meeting Called to Order: 9:20am PST
- Meeting Adjourned: 4:10pm PST

Discussion Summary

- Housekeeping:
  - The Board decided to pause at the end of each agenda item and record salient points.
  - The Board set a goal for the day, to create a set of priorities and describe the next steps in advancing each of them . The steps will include assembling working groups chaired by Board members.
  - Michael Feldstein was invited as the chair of the Advisory Council, since the Board will be discussing strategy that will require awareness and input from the Advisory Council.
- The Board reviewed the NYC discussion on the role of the Board:
  - Apereo will have a strategic obligation to gender and ethnic diversity in our communities, events, working groups, and boards.
  - There was a lot of shared excitement in NYC. The NYC meetings made it clear that the merger was the right decision for both communities; however, the Board cannot dwell too long on the relief of the merger mechanics being over. The Board must press forward and face the challenges ahead.
  - All NYC attendees agreed that innovation, sustainable-growth, and defining boundaries were key points coming out of the NYC strategic planning sessions.
  - The Board has an obligation to be an enabling leadership. The Board is a place where conversations start and plans are formed. The Board is not the top of a pyramid, it is part of a broader network that includes members, peer networks, and tangential networks.
  - The Board must ensure transparency among communities and throughout the Foundation.
  - In addition to gender and ethnic diversity, the Board must begin to consider project and community diversity. The Board should over time include a diverse set of people from various projects or communities. The current Board could be at risk of making decisions based on an emotional attachment to flagship projects due to historical involvement from existing Board members.
- The Board reviewed the NYC Public Strategy Statement:
  - The document will be posted (as a news item on the new website - live today) as a snapshot of the NYC outcomes. Further strategic planning or an evolutionary document will be established as a separate document.
  - The public strategy document helps shape an Apereo Value Statement 2.0. The value statement will evolve from a document on the value-of-the-merger to document on the value-of-the-foundation.
- The Board reviewed the NYC exercise on mapping the Higher Ed landscape:
  - This was a sticky note brainstorming exercise that was a useful tool in seeding the Apereo strategy.   The Board may use similar tools and techniques to conduct a regular (annually)

review of the Apereo values, portfolio, and network for relevance.
  - ○ This is the Apereo landscape. It is the culmination of our "communication and community coordination" efforts. The landscape map is not calling for work to be done. It is shining light on areas where work needs to be done. It is bringing opportunities to the surface.
- ● The Board reviewed NYC discussion on delivery vehicles:
  - ○ The standard vehicles are conferences (global/regional), infrastructure (wikis, scm, ideascale, etc.)
  - ○ The Board will need to establish an ongoing focus on sharing best practices. Sharing best practices cannot end with incubation.
  - ○ Apereo's most successful projects have been those where developers were also users of the product being implemented. In other cases, a disconnect exists. This is an opportunity to get a business analyst involved to bridge the functional gap. The Board must look into ways to encourage and foster the connection between the users and the developers. The conferences are clearly one vehicle for this activity.
  - ○ Apereo has no marketing department. It is important for the Board to establish strategies that allow Apereo products to compete with commercial products that are actively marketed to institutions. Vendor engagement and RFP process engagement are vehicles for this activity.
- ● LUNCH with guests
  - ○ Discussion with Neal Caiden, Sakai CLE Coordinator on the state of Sakai CLE.
  - ○ Discussion with Takashi "Take" Takekawa on the Asahi Net International acquisition of the Sakai Division of rSmart
  - ○ Discussion with Bill Yock and Dedra Chamberlin on CIFER direction
- ● The Board reviewed Apereo finances with the Apereo CPA, Tamy Arthur.
  - ○ Invoicing, collection and completion of transition remain high priorities
  - ○ The Board noted the transfer of accounting functions, and thanked Tamy Arthur for her long service to Sakai and Apereo. The Executive Director will report on the transition process regularly to the Board as appropriate.
- ● The Board discussed next steps regarding Strategies and Tactics
  - ○ Incubation
    - ■ The Board will consider OSW Watch as a partner in training incubation mentors.
    - ■ Incubation is unique, it is not a project or a community of interest. Perhaps it is the first of what might be more "core services" provided by the organization. Incubation as a service is a selling point for the Foundation. Incubation as a service is or should be clearly identified in the value statement.
    - ■ The incubation team and the incubation mentors should not be one and the same, although there may be overlap. The Board should consider ways to encourage community members to become mentors (professional growth stipend, a certification, a clear role description with a marketable title/skill, etc.).
    - ■ Jasig incubation was defined as a process. It was never managed as a service. It was a defined set of steps with a "mentor/shepard" assigned to answer questions from the project lead.
  - ○ Licensing
    - ■ Licensing will be developed as a foundation level policy, much like incubation will be developed as a foundation level process. Licensing is shaping up to be a second "core service" provided by the organization, falling under the umbrella of legal.
  - ○ Infrastructure
    - ■ Several essential components were mentioned in this discussion, including external website, phone conferencing, collaboration suites wiki/jira/crowd/listserv developer tools

bamboo, github, svn.
- ■ Infrastructure is shaping up to be a third "core service", perhaps partnered with a fourth core service for "communications/editorials/webpresence"
  - ○ Staffing
    - ■ The Board is considering the creation of a senior position around community coordination. This position would be charged with coordinating events globally, membership outreach and retention, freeing time for ED to focus on new members and marketing.
    - ■ (Ian was excused to create an opportunity for the Board to hold a discussion on his performance and contract).
    - ■ The Board has been very pleased with Ian's performance over the past year, as he has led us through a complex merger process. As a result, the Board identified the need to form a compensation committee for creating performance based and retention based incentives. A committee like this is required in the bylaws. As part of this process, the committee will consider transitioning Ian (and future Apereo employees) from external contracts to internal employees.
    - ■ Jim Helwig motioned to create a retention committee co-chaired by David Ackerman and Theresa Rowe. Doug Johnson seconded motion.

Action Items

- ● Board: Conduct focused work on the values statement to include new dynamics of diversity and the role of the Board as an enabler and operating as a network with transparency in mind.
- ● Ian: Adjust strategic statement on the Higher Ed Landscape to clarify "not calling for work to be done" but "shining light on where work needs to be done" and "bringing opportunities to the surface"
- ● Ian: Post the Public Strategy Statement, as modified by today's discussion, to the Apereo website.
- ● Ian: Find information on OSS Watch mentoring training/certification program.
- ● John Lewis: work with Anthony to establish a single set of inbound licenses under the Apereo foundation.
- ● Ian: Establish infrastructure working group
- ● Infrastructure Working Group: Develop a list of all current infrastructure items with associated costs, and prioritize the retooling of the list.
- ● Infrastructure Working Group: As an initial top priority, facilitate the merger of public facing data from jasig.org and sakaiproject.org into apereo.org, and transition those two previous domains into forwarded domains to the apereo.org domain.
- ● Ian: Present a hiring plan to the Board for approval (job description(s), time frame, compensation package, financial stability)