

Apereo Board Phone Call, 18 February 2014

Called to Order: 4:01 PM EDT

Adjourned: 4:59 PM EDT

ATTENDING

Theresa Rowe, Chair
Ian Dolphin, Executive Director
David Ackerman
Josh Baron
Tim Carroll
Jim Helwig

Doug Johnson
John Lewis
Alain Mayeur
Robert Sherratt
Charles Leonhardt

Absent: David Kahle, Shoji Kajita, Steve Swinsburg

AGENDA

(1) Approval of Minutes from 12/17 and 1/21 (Doug Johnson)

- Process for posting: Ian has sent past minutes to web support and they will appear soon.
- Implied(?) workflow: Doug will submit minutes to Theresa and Ian for edits as necessary; minutes are then placed before Board for approval. Upon approval, Ian will forward minutes to Web services.
-

(2) Review of Financial Reports

- General issues prior to accountants joining:
 - Question about types of reports; Ian pointed out that if we want particular reports, we need to request them from the accountants.
 - Follow-on question: What situations do we need to be aware of about which we should ask for reports. Tim Carroll example: What member institutions are paid, not yet paid, likely to pay, etc. Discussion of current availability of this information; suggest that board members might leverage peer contacts to reach out to non-paid partners
- Review financial statements, with accountants on call (Charlie Leonhardt)
 - Total income up over last year; total expenses lower; but budget not yet where it ought to be due to unpaid member accounts.
 - Questions about aging accounts; in particular the \$34,000 older than 360. This correlates, but it no identical to, the unpaid member dues.
 - Continued discussion of tracking/pursuing outstanding balances.
 - Question about how to structure budget information for better budget planning. Ian suggested using JASIG budget model as a better predictive framework.
 - Accountant suggestion: Better focus on exceptions to manage those rather than overall budget.

- Josh: Note the burn rate for OEA (\$30k/month) may be higher at present; however, other information suggests this figure should be fairly accurate and current.
- Thanks to the accountants for their work on proving this information.
- **Action Item: Ian will follow-up on budget structure with accountants.**

(3) Budget Planning

- Budget proposal (Ian Dolphin)
 - Predicting reduction in legal expenses, break-even NA conference. Infrastructure (esp. web work) will remain high probably through April. Reduction in # fellows, and travel planned.
 - Bonus program approved in December needs to be incorporated into budget planning.
 - Staff member: Ian – we really need to increase membership in order to afford the new proposed position. Question: new members from newly incubating projects? Response: unclear. Organizational models do not directly correlate. Suggestion that new projects may provide institutions that can be pursued for memberships.
 - Josh suggests being aware of potential for lower revenues and challenged group to look for ways to pursue new members as a primary revenue builder. Weighing balance of hiring/not hiring a person dedicated to community building (and thereby revenue building). No easy answers. Target memberships! David: What about an institution “donating” a person? Suggestion of board member time and planning contributions.
 - **Action Items:**
 - **Ian will include bonus/retention numbers in future documents.**
 - **Board members should give consideration to “How can Ian be more effective in Board Member peer networks?”**
 - **Continue discussion of marketing plan for Apereo. Define markets and messages; some information remains from the time of merger discussions that may be “retrievable” in this context. What are success stories at various institutions?**
 - **Adding a Membership standing item to Board Meeting Agenda.**

(4) Events Updates and Feedback - Quick Comments

- Apereo Camp – Attendance was good; valuable interaction, networking.
- The ESUP-Portail Consortium and the Apereo Foundation 6 Feb and 7 Feb 2014, respectively, on the campus of the Paris Descartes University (France). Good turnout; UVA “donation” of Alan Berg as an analytics coordinator is a real benefit..

(5) Project News -

- Incubation Project Updates - Ian's report
 - Unitime sponsor (Marist); now going into incubation
 - OpenCast approved to go into incubation

- California Community College project moving forward

Web Site moved from Longsight (thanks for hosting the site for so long!) to Open Source Lab at Oregon State University (so thanks to OSU for taking this on for the next run!).

Motion to Adjourn from David Ackerman. *Note beneficium: Happy birthday, David!*

Pending Action Items:

- **Best Size of Board** (21 January)
 - Bylaws allow 7-21 members; currently 12
 - David Ackerman suggested that interim Board appointments not count against the two-term limit. No objections.
 - Need 3-5 current board members to agree to “cycle off.” These volunteers may stand for re-election. Ian suggested newly elected offices not be on the roll-off list. No action taken at this time.
 - Ian will draft an election schedule and an email calling for nominations.
 - Details for next election cycle to be finalized at an upcoming Board meeting
- **Executive Director Performance Goals** (21 January)
 - Ian will draw up a draft set of performance goals; these shall be a topic of conversation for the next meeting. Theresa will approve the final set of goals.
- **Additional Position Discussion** (21 January)
 - Adding an additional staff member is primarily a budget issue. Chicken-egg issue: budget for staff not really available; but the new position may be important for generating additional revenue.
 - Board will discuss this as part of the financial discussion next month. **Note: Discussed but not yet resolved.**
- **Posting Minutes** (21 January)
 - Ian, Tim, and Doug will coordinate on a process for approving and posting minutes.
 - Current process appears to be that Doug will submit minutes to Theresa and Ian for edits as necessary; minutes are then placed before Board for approval. Upon approval, Ian will forward minutes to Web services.