

Apereo Board Retreat, 20 April 2015

Officers:

Chair: Jim Helwig

Treasurer: Charlie Leonhardt

Vice Chair: Lucy Appert

Secretary: Doug Johnson

Executive Director: Ian Dolphin

Called to Order: 9:30 AM EDT

Adjourned: AM EDT

ATTENDING

Jim Helwig, Chair

David Ackerman

Lucy Appert

Josh Baron

Alan Berg

Ian Dolphin

Laura Gekeler

Mathilde Guerin

Doug Johnson

David Kahle

Charlie Leonhardt

John Lewis

Alain Mayeur

Theresa Rowe

Absence notices: Andy Wasklewicz

Absent:

AGENDA: BOARD RETREAT NOTES/MINUTES:

Rearranging furniture. How many Apereo Board Members does it take to arrange a table?

Review of Agenda for the Retreat

Review of last Board Retreat (2013)

- Key words: Capacity, sustaining, Innovation, Network,
- Unintended consequences: Governance, Role of the Board, Two defining concepts
 - Pius IX: subsidiarity
 - Trotsky: rejection of hierarchical, top-down structure
- Desire to expand Board drawing on principles of diversity.

Discussion

- How does Board compare/relate to Apache, IMS, other analogous organizations?

SWOT Feedback from David's Interviews

- Suggestion for adding Security posture and assessment to Incubation process
 - How do we police that?
 - QA/QC/Security process articulate as part of Incubation, with mentor support
 - Mentors → finding, growing talent
- To address or not to address openwashing?
- What is the role of the foundation in software life cycle decisions
 - Software at end of lifecycle can detract from reputation of the organization
- Can we emphasize communities of interest equally with software projects?
 - Higher level mentoring?
 - Be careful of a North American perception that Sakai is "end-of-life:"
 - ESUP commitment (France)
 - 3 new major Japanese institutions have adopted Sakai

- Axies Consortium
 - 80% Africa is Sakai;
 - 60% Spain;
 - Sakai in Nahuatl in Mexico.
- Threats
 - Cloud (security!)
 - Ease of upgrades
 - OAE: cloud tenanting; a microcosm of cloud issues
 - How do we take the conversation outward?
 - Back to the “Expert Bank:” What are the trends and issues all or some of our projects should be aware of and thinking about?

Mission Exercise

We want to do <this> by

- > This
- > That
- > The other

For each, consider “impact:”

- > Value to “the cause”
- > Relevance to the audience
- > Visibility of success
- > Closing the gaps between foundation and community
- > Involvement of networks?

Ideas: Home for Ideas, Support for Creativity, and Support for “Maker Culture”

The community is vertical AND International

Tensions: Cloud vs. International Privacy

Agile Infrastructure

Statements tend to be too long: Need short stories

Mission Statement Concepts – Yes

- Kickstarter model/Home/Community/Brokerage for ideas at the intersection of technology and education.
- Open spaces promoting openness
- Embracing the vertical community
- Enabling creativity
- Fostering/recognizing Quality, standards and best practices(?)

Health Checks for Non-Profits

- Relevant to Apereo:
 - Cash flow / revenue growth
 - Sustainability – Reserves / Exposure / Resilience
 - Efficiency – What do we do? How do we do it? Where do we do it?
 - Effectiveness – ROI / Getting maximum impact
- Non-financial measures
 - Effectiveness – delivering on mission, not just meeting budget
 - Social / community impact including member benefits
 - Technical Results –
 - Ethical and legal good standing –

Lifecycle Framework

- 5-step process
 - Inputs – tangibles and intangibles that enable the nonprofit to perform its tasks including partners staff / board understanding
 - Activities – grouped into meaningful clusters (such as incubation, membership, advocacy, etc.
 - Outputs – Tangible products and services
 - Outcomes – changes effected (noting that outcomes can iteratively become inputs)
 - Impacts – Benefits arising, including the value add.

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Health Measures, Cont.

Internal Issues

- Distribution of spending Output
- Resilience of officers Input
 - Succession plan for Ian
- Board engagement Input
 - Attendance at meetings, taking on responsibilities w/l community, board committees,
 -

Fiscal Measures

- Operating cash months (recommend 24)¹ Input
- Revenue and change Δ Input
- Donations, e.g. FoA Input

Membership

- Membership #s (sliced by demographic) Output / Input
- Project adoption / Installs Output
- Event engagement (NB Geog) Output
- Online engagement (webinars, listservs, etc.) Output
- Student Contributors Output / Input
- International reach Activity
 - # countries, translations, participation in conferences, software commits, etc.
- Professional development (survey) Outcome

Projects & Activities

- Github pulls and commits Activity
- Project health Activity
 - Self-reported

Public Role & Image

- Mentions in press Outcome

¹ "A commonly used reserve goal is 3-6 months' expenses. At the high end, reserves should not exceed the amount of two years' budget. At the low end, reserves should be enough to cover at least one full payroll.... However, each nonprofit should set its own reserve goal based on its cash flow and expenses." *The Nonprofits Assistance Fund*

- Apereo related sessions elsewhere Output / Outcome
- Actionable collaborations brokered Activity
 - Communities, projects, groups, collaborations
- Network reciprocation Outcome
- Participation in standards bodies Activity
 - Seats, representation
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 - Seats, representation
- Citations in scholarly articles Outcome
- Training events organized/funded Activity
- Engagement with online presence (Google analytics, etc.) Output

Group Priorities

- **Revenue Generation / expansion of membership** **+2**
- **Student Contributors Program** **+1**
- **Executive team structure and sustainability** **+2**
 - Succession planning
 - **Functional** growth of staff
- Technical infrastructure improvements
 - JIRA, lists,
- **Health monitoring** **+1**
- **100% Open Program / Public Presence** **+2**
 - Rebranding
 - Clarify the story / control the narrative
 - Communication planning
- Vertical community engagement

Information Items

Participation Calendar:

- **Apereo Board Elections.** To begin later march/early April.
- Discussion around the potential for the **Unconference** to be held in Montreal, alongside an Apereo Quebec event, are ongoing.
- **Open Apereo 2015.** May 31 – June 4, 2105, Baltimore, Maryland. USA.
- **Apereo Webinars:** <https://www.apereo.org/content/apereo-events>
- **Xerte Online Toolkits.** April 8, 2015, Noon (US Eastern).
- **Educause Annual Conference 2015.** Oct. 27 – 30, Indianapolis, IN, USA. (Note: Apereo Board typically meets at this Conference; officially or socially depending on # attending).

DRAFT

Pending Action Items

[Note: Recently completed Action Items are in **Brown** and will be removed in the next iteration of the Board Minutes. Changes and updates are in **Red** through subsequent Board meeting following the change.]

1. **Executive Director Performance Goals** (21 January 2014)

- ED Performance Goals subsumed into Organisational Health Measures, subject of Board retreat in NYC in **April, 2015**
- Ian will draw up a draft set of performance goals; these shall be a topic of conversation for a future meeting. Board will review, and Board Chair will approve the final set of goals.
- Draft job description is now in review; performance goals will be drafted in light of the final job description. **[22 April 2014]**
- Job description approved **[1 June 2014]**
- Performance goals discussion is tabled until Organizational Health Scorecard is developed (bullet 1)

2. **Additional Position Discussion** (21 January 2014)

- ***Tabled subject to available finance***
- Primary thinking is a “community manager” to focus on growing existing communities (regional and others) and facilitating new communities.

3. **Membership/Dues Structure Subcommittee**

- Membership/dues structure (Ian, Doug, David, Charlie)
 - Donations structure including charitable contribution
 - Met: Dec. 2014. Work continuing.

4. **HE Marketing Subcommittee**

- Leveraging HE Marketing programs & students (Josh Baron, Theresa Rowe, Andy Wasklewicz)
 - Internships? Becoming part of the fabric of learning for HE institutions
- Report presented at March Board meeting.
 - Next stages of work starting.