

Board of Regents October 2014 Meeting Summary*from*

Board Chair Dr. Paul S. Mueller '84

October 22, 2014

Dear Friends:

The fall meeting of the Augsburg College Board of Regents was held Friday and Saturday, October 10 and 11. It was a beautiful time to be on campus and a terrific opportunity for the Regents to engage in conversation with faculty, staff, and students about aligning our work with the vision and goals of the Augsburg 2019 strategic plan.

At each fall and winter Board meeting, we hold a shared leadership conversation with representatives of faculty, staff, students and alumni. In preparation for this fall's discussion, we read *Shared Governance in Times of Change* by Steven Bahls, president of Augustana College in Rock Island, Illinois. Summary points gathered from our table conversations showed a general sense of agreement with Bahl's central premise, which focuses on moving toward a shared governance model based on shared aspirations as opposed to merely relying on establishing rules of engagement. Based on the input gathered in that conversation, I will reach out to faculty, staff, and student senate leaders to discuss a process through which we might draft, together, a statement on shared governance, a practice recommended by the Association of Governing Boards.

In addition to the shared leadership conversation, Regents participated in joint committee meetings designed to focus on each of the three dimensions of the Augsburg 2019 strategic plan:

- The Academic Affairs and Student Affairs committees discussed dimension 1, our academic distinction;
- The Institutional Advancement and Enrollment and Marketing committees discussed dimension 2, our reputation and identity; and
- The Finance Committee and Facilities Sub-Committee focused on topics related to dimension 3, building a vital and sustainable institution.

The full Board heard a strategic update from President Pribbenow that focused on innovation at the College and reported on progress against key dashboard metrics related to enrollment, retention, assessment of student learning, finance, and fundraising. In that meeting, the Board also took a deep dive into the enrollment picture across all programs at the College—both undergraduate and graduate. This detailed assessment of enrollments provided important background for the discussion we will have at the Board of Regents retreat in early November, where we will focus our attention on long-term, forward-looking topics related to our academic distinction and strength, the College's next fundraising goals (*after* the CSBR), and our institutional identity in the face of the rapid change in higher education and how our Lutheran identity supports and strengthens the relevance of our work in the 21st century.

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Finally, the Board took action on several recommendations approved by specific Board committees. Those actions are included in the individual Board committee meeting summaries that follow:

Academic Affairs (chair, Rolf Jacobson)

The Academic Affairs Committee recommended, and the Board approved, candidates for honorary degrees and 2015-2016 faculty sabbaticals. The Committee recommended faculty emeritus status for Amin Kader, associate professor of business administration, who retired at the conclusion of the 2013-2014 academic year, and status of director emerita of library services, effective January 1, 2015, for Jane Ann Nelson, who will retire from Augsburg College at the end of this calendar year. Both of these emeriti recommendations were approved by the Board. The Committee also discussed updates on our various assessments of student learning and received a report on the status of the College's institutional re-accreditation with the Higher Learning Commission—in particular, the good news received October 9 that the Reaffirmation Review Panel submitted a positive recommendation for our re-accreditation to the Higher Learning Commission Institutional Actions Council, which will make its final decision in December or January.

Advancement Committee (chair, Matt Entenza)

The Advancement Committee reviewed the status of four key strategy areas: the CSBR campaign (which was more than \$29 million at the time of the Board meeting; updates are posted periodically on www.augsburg.edu/csbr)—including pledges, cash on hand, and the campaign pipeline; the new Class Challenge marketing effort; StepUP® fundraising; and the "Give A%" marketing effort and need for Board leadership to grow planned giving—which involves donors naming Augsburg College as one of their beneficiaries.

Audit Committee (chair, Karen Durant '81)

The Audit Committee met in September to review the College's 2013-2014 audited financial statements and IRS Form 990. These audited results reflect one of the strongest financial years in the College's recent history. The Board appreciates the significance of this performance given the challenging market conditions and recognizes that these results required making difficult choices in 2012-2013, increased investment and effort in student recruitment and retention, and ongoing, careful management of costs. The auditor, CliftonLarsonAllen LLP, delivered an unmodified opinion for Augsburg's fiscal 2014 financial statements, which means they found that the College's fiscal 2014 financial statements are presented, in all material respects, in accordance with applicable financial reporting requirements. At the October Board meeting, the Audit Committee recommended, and the Board approved, the audited financial statements and IRS Form 990 for the fiscal year 2014. The Committee also reported that it had approved the 2013 Retirement Plan audit report from CliftonLarsonAllen which had no findings. The Committee discussed the Enterprise Risk Report, which is expected to be a working document to identify, mitigate, and reduce risk. College leadership will use this working document to address and regularly report back to the Audit Committee regarding risk management.

Enrollment Management and Marketing Committee (chair, Alex Gonzalez '90)

The Enrollment Management and Marketing Committee focused its discussion on the fall 2014 undergraduate enrollment numbers, the current recruitment landscape (including demographic and economic trends), the impact of financial aid on the first-year enrollment numbers, and the results of a survey conducted this past summer among admitted students who chose not to matriculate at Augsburg. The Committee also began discussion of Augsburg's undergraduate day price position and trends in undergraduate tuition rates for the current academic year. This discussion will provide the groundwork for the Committee to make recommendations during the January Board meeting regarding tuition for the 2015-2016 academic year.

Finance Committee (chair, Jeff Nodland '77)

The Finance Committee discussed the financial results of the fall 2014 enrollment and the status of the current year's budget activity. This discussion provided a foundation for strategic and comprehensive conversation focused on aligning the budget with the Augsburg 2019 strategic plan, building financial flexibility, and creating a more nimble, robust Augsburg College. Finally, the Finance Committee recommended for Board approval the Retirement Plan and Summary Plan descriptions changes approved by the Board in May 2013, employee handbook updates to comply with new legislation and to reflect benefits changes previously approved by the Board, and Investment Policy Statement changes. All of these recommendations were approved by the Board.

Student Affairs Committee (chair, Andra Adolfson)

The Student Affairs Committee reviewed the College's amended Sexual Misconduct Policy and received a report on Augsburg's compliance with the Sexual Violence Elimination (SaVE) Act.

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In all, the October Board meeting was a substantive and collaborative start to the work ahead of us in 2014-15. I am grateful for all the preparation and participation that went into making the October meeting a success. I look forward the Board's continued engagement with the campus community as we align our shared work with the Augsburg 2019 plan.

Sincerely,

A handwritten signature in cursive script that reads "Paul Mueller".

Paul S. Mueller, MD '84
Chair, Augsburg College Board of Regents