



MID-YEAR REPORT

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WELCOME BACK!

A special welcome to everyone in this new year 2007. I hope you have enjoyed the holiday season and a respite from all the activities of the fall semester.

It's hard to believe Abigail and I have been here six months already. We are grateful for all you have done to make us feel welcomed and part of Augsburg's community.

I look forward to a new beginning in the spring semester and want to take this opportunity to update you on the highlights across campus from the beginning of the academic year in September to the present.

FIRST-YEAR INITIATIVES

Updates to the white papers outlining our four first-year initiatives—[One College](#), the [Augsburg Promise](#), [Common Work at Augsburg](#), and [Science at Augsburg](#)—will be made on January 22. The white papers are available on the president's web page at www.augsburg.edu/president.

DAILY CHAPEL AND PROJECT TABLE TALK

I'd like to re-commit ourselves to two important practices:

- **Daily Chapel.** I want to lift up our distinctive and important daily chapel time—our practice of gathering together to worship and build community—Monday, Wednesday, and Friday from 10:20–10:40 a.m. and Tuesday and Thursday from 11:20–11:40 a.m.. On Monday, Wednesday, and Friday, we also continue with 20 minutes of community time after the chapel service in the atrium. Our commitment to a daily chapel service is grounded in our mission as a college of the Lutheran Church, which illustrates our belief in the deep links between faith and learning. Everyone is most welcome to join us for chapel. This is Sabbath time for our community, and whether or not you choose to attend the chapel service, I am committed to continuing the College's policy of closing offices during the chapel time as a sign of our common purpose. We ask all offices to honor this commitment.
- **Project Table Talk.** I'm pleased that this practice begun in September has been well received. We want to urge all faculty and staff to eat in the College cafeteria with each other and with our students. The College will subsidize the normal lunch and dinner prices so that faculty and staff pay only \$3 for lunch and \$6 for dinner—a real bargain for a good meal. We hope you will take advantage of this opportunity to come together for table fellowship—to share a meal together and to talk with each other in this informal setting.

Wednesday Gatherings. In addition to the discounted meals (lunch or dinner) for staff and faculty every day of the week, we offer a free lunch to faculty and staff on the first Wednesday of every month. Soup, salad, and dessert will be served between 11 a.m.–1:30 p.m. in the East Commons. Those who work on a night shift also will receive

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a free meal during their shift. The Wednesday Gatherings support our commitment to building community and practicing common work. They're an opportunity to get to know each other, exchange ideas, and collaborate.

CAMPUS NEWS UPDATES (BY DIVISION)

ACADEMIC AFFAIRS DIVISION

The academic year began with a rousing [Opening Convocation](#) that welcomed President Pribbenow and one of the largest first-year classes on record to Augsburg. Bob Stacke directed a memorable musical performance and Phil Adamo, assistant professor of history and recipient of the 2006 Distinguished Contributions to Teaching Award, gave the keynote address.

Rochester Campus

[Rick Thoni, founding director of the Rochester campus, announced his retirement last spring.](#) We wish Rick the very best as he prepares to retire in February. We are planning a retirement celebration in Rochester this winter and in Minneapolis this spring during festivities that will mark the 25th anniversary of Weekend College, which Rick also founded.

Karl Wolfe, director of the Regional Center for Development and Improvement at Azusa Pacific University in California, will join Augsburg in January as the [new director of the Rochester Campus.](#)

Center for Service, Work, and Learning (CSWL)

[Augsburg students provided approximately 19,851 hours of work and service](#) to the community this fall through CSWL-sponsored AugSem City Service projects, course-based service-learning and community engagement, Campus Kitchen, academic work- and service-based internships, Augsburg Reads tutoring program, and Urban Partners off-campus work-study service internships.

Augsburg College was one of the colleges and universities included on the U.S. President's Higher Education Community Service Honor Roll with Distinction for General Community Service. This new recognition program is designed to increase public awareness of the contributions that college students are making within their local communities and across the country through volunteer service.

The management of the Campus Kitchen at Augsburg program transitioned last fall from a national Campus Kitchen-run program to an Augsburg College program, housed in CSWL. In September the Campus Kitchen at Augsburg program was recognized with an award for Excellence in Operations at the annual Campus Kitchen Project Leadership Conference that was held in Washington, D.C.

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Center for Teaching and Learning (CTL)

The Center for Teaching and Learning is now housed in Lindell Library, surrounded by the support and expertise of librarians and IT professionals. The new CTL space, including an instructional and course design laboratory and a new CTL resource room (a prototype teaching learning classroom), is intentionally placed to represent the important synergy between instructional technology, library resources and professionals, and teaching and learning practice. Stuart Anderson, the new assistant director for instructional and course design, is working on an initiative to develop e-learning strategies and general advancement in teaching, learning, and technology. Diane Pike, director of CTL, will cut the ribbon on the new facility in late January.

Augsburg/Capella Partnership

December 2006 marked the successful completion of a three-year contract to develop and implement Capella University's general education curriculum. Augsburg gained a great deal of useful experience through this collaboration.

Athletics

The Kennedy Center for Sports and Recreation is open. It is a beautiful facility with state-of-the-art athletic facilities and classrooms.

A new air structure was installed with the assistance of all athletic teams and coaches. The stadium has new seating for 1,000.

The men's and women's soccer teams advanced to the MIAC playoffs this season. The women's team advanced to the playoffs for the third straight year. The men's team made the playoffs for the first time and posted their best record since 1980.

Academic Quality Improvement Program (AQIP)

The College is preparing for the AQIP Quality Checkup on February 7-9, 2007. This is a formative visit in preparation for the College's 2007-2008 application for Reaffirmation of Accreditation. The revised Systems Portfolio is posted on the AQIP Webpage.

The College began three new AQIP Action Projects last fall: 1) Investment in and Improvement of Teaching and Learning Spaces, 2) Access to Excellence: Developmental Curriculum, which includes the Augsburg Advantage at the College of St. Catherine pilot, and 3) Aligning Strategic Planning and Budgeting

Science at Augsburg Initiative

Work is underway to rearticulate a vision for the Science at Augsburg initiative. Faculty and staff have met in small and large groups to examine learning objectives, experiences, programs, and facilities for science education in the 21st century. The proposed new construction is physically connected to the current Science Hall and Sverdrup Hall, creating a building complex that will foster collaborative work across disciplines and the innovative use of space.

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Endowed Sabo Chair Initiative

The College is continuing to develop plans for an endowed Sabo Chair and related center. In broad outline, the Sabo Chair and related programs will focus on the following themes that honor Congressman Sabo's legacy: 1) public service, 2) political processes, 3) deliberative practice, 4) public policy, and 5) citizenship. Augsburg College is well positioned to build upon existing programs and to create new program opportunities, both inside and outside of the classroom, that embody the themes of the Sabo Chair.

One College Initiative

Academic programs and departments developed One College statements that are posted on the president's webpage. This significant body of work provides important information about the ways in which the members of the Academic Affairs Division advance the mission of Augsburg College.

Commencement 2007

[Two Commencement exercises will be held in 2007](#) to recognize the different calendars followed by our students. Day students and the Master of Physician Assistant Studies students will participate in the May 5 ceremony. Weekend College, Rochester, United, and the balance of the graduate students will participate in the June 24 ceremony. This year's Commencement speakers are Dr. Eboo Patel (May) and Dr. Martin Marty (June).

STUDENT AFFAIRS DIVISION

It seems only a few days ago that Ramon Knox, director of campus activities and orientation, and Maria Mitchell, student orientation coordinator, hosted the "Auggie Days" new student orientation for new Day College students. Now, Student and Academic Affairs staff are assisting students as they wrap up their fall semester and trimester and make plans for the next term. We will welcome about 80 new Weekend College students for winter trimester and approximately 120 new spring semester Day College students.

Diversity Strategic Plan

The Diversity Committee is working on steps to create a college-wide Diversity Strategic Plan at the invitation of the president. This work will be greatly aided by the work of the Diversity and Global Awareness Collaborative, a faculty and staff committee, which completed its work on learning outcomes for the diversity infusion in the curriculum. The faculty approved the diversity infusion model in 2002.

Weekend and Day College student government

[Student government continues their work on the 95 Theses](#) presented earlier this fall. Day and Weekend College student senators voted to organize separate structures to better serve the students they represent. We will have a Day College student president and a Weekend College student president for fall 2007-08.

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Student Concerns Committee hosted a student forum on Nov. 2 and plans another for Feb. 13, 2007.

Center for Counseling and Health Promotion

As of Dec. 1, staff have met with 122 students. For 2005-06, staff worked with 189 students over the entire year. (Each student can receive 10 sessions of counseling.) Sixty students, faculty, and staff signed up for the Quit & Win program, an incentive-based smoking cessation program. Mental health issues continue to provide challenges for students and their academic achievements. Metro resources are very taxed, which can make it more difficult for our students to access resources.

Student Involvement

Residence Life and Campus Activities staff will begin recruiting for residence life student staff and orientation leaders shortly after we return for spring semester classes. This is one of many campus involvement and leadership development opportunities. The student organization list is now available online at: www.augsburg.edu/organizations/.

Oren Gateway Center

Residence Life and StepUP staff are marketing the opportunities for students to live in the Oren Gateway Center. The students in the StepUP program will live on the fourth floor in community-style housing. The residential portion of the building will be substance-free housing. Programming efforts will be coordinated to benefit all residents of the building, with specific initiatives directed toward StepUP students and other initiatives directed toward the entire building.

Students in the Honors Program have been invited to create "Honors Program Special Interest" communities in the former StepUP floorhouses in Anderson Hall. Sarah Griesse, assistant dean/director of residence life, and Bob Groven, Honors Program, worked out this opportunity.

Carbon Monoxide Detectors

The new regulation applies to any building with a room "lawfully used for sleeping purposes." We need to be in compliance by January 2009, but news about the compliance will hit Jan. 1, 2007, as it takes effect for all new buildings.

Christensen Center Task Force (CCTF)

A critical goal was to get student input into the program and design of the building. A total of 319 people gave us their feedback: 136 resident students, 59 commuter students, 58 Weekend College students, 28 faculty, and 38 staff members. Many stated that they want Christensen to be a safe, relaxing, and fun space that is flexible and accessible to all students and community members. In January, members of our task force will visit student centers on other college campuses to get ideas and advice. Task Force members are Ricky Oudekerk, Adam Assefa, Sarah Black, Ramon Knox, Ann Garvey, David Draus, and Wendi Wheeler.

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Student Health Service

We have a contract with the University of Minnesota Physicians, Smiley's Clinic, to provide several services for students who do not have health insurance. Students can access the contracted services for a \$5.00 co-pay. (A survey we did five years ago showed that approximately 3% of WEC students were uninsured and approximately 9% of day students were uninsured.) Smiley's will move from their current location on Franklin Avenue to a space about 1.5 miles away. [We will look for other options near the campus as well as look at transportation options so students can access Smiley's Clinic.](#)

While many institutions staff their own health services, frequent surveys of other colleges indicate that they are able to have a doctor available for 2-3 hours/week. Our arrangement with Smiley's provides our students with access to 36 doctors (including two on a psychiatric rotation) Monday-Friday. Our contract costs us a base fee of \$32,500 for the first 650 visits and an additional \$50 fee for all encounters over 650. (We did not exceed 650 visits the last year.)

Student Leadership Development

Augsburg offers a variety of opportunities for students to develop and practice leadership skills. With a grant from the C. Charles Jackson Foundation, we conducted a literature review of predominant leadership development models for students in higher education. We will be surveying various student groups, student leaders, faculty, and staff to see which of the models is already in use on campus and how we might strengthen our work on student leadership development.

Public Safety

John Pack, director of public safety, is convening a campus committee to explore strategic and mission-based questions and make recommendations to the president for enhancing the overall safety and security of our campus and surrounding neighborhood. In preparation for this work, John has gathered information on best practices and information on equipment and staffing options and costs.

ENROLLMENT MANAGEMENT DIVISION

Day recruitment

[After admitting the largest class of new students in recent years](#), the day admissions staff quickly turned their attention to the fall 2007 recruitment cycle with several weeks of high school visits and college fairs around Minnesota, Wisconsin, Illinois, and Colorado. Relationships with organizations supporting college readiness such as Admission Possible, AVID, Achieve! Minneapolis, the Wallin Foundation, Trio, and others have been key to our efforts to increase diversity and expand higher education access. By the December 15 Early Advantage Admission deadline, the College had received more than 1,000 applications, up 26% over the same time in previous years. More than 30% of these applications so far are from students of color.

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The College's financial aid and enrollment management consultant, Applied Policy Research (Bill Hall's group), presented the first iteration of the predictive model they are developing for use in the day recruitment process. Based on socioeconomic and behavioral data, they will provide a rating system to help predict how likely an inquiry is to apply, and then how likely an applicant is to enroll. This data will help us with purchasing inquiry names, expanding or focusing territories, targeting communication flow, and counselor prioritization of follow-up. The new process will have limited impact on the class of fall 2007, but will have much more significance for subsequent years.

Adult Program recruitment

Weekend and graduate admissions staff met or exceeded fall recruitment targets and are on track to continue that success for winter trimester. The development of evening offerings will be key to growth in the adult undergraduate market. John Schmit, dean of adult programs, has been shepherding a proposal to the faculty to begin an Evening College program as early as fall 2007. The first major offered in this program would be business management, with education also expressing interest. A separate proposal under consideration is to offer evening courses at offsite locations, such as St. Stephen Lutheran Church in Bloomington.

Enrollment planning

Jim Erchul, director of enrollment planning, developed a tool for projecting enrollment based on historical trends for recruitment and retention. The tool enables us to model the impact of changes in those trends to project future enrollment, and provides the foundation for the five-year enrollment plan.

Financial Aid and Enrollment Services

- Net revenue increased in fall '07, with especially positive news for students of color and Augsburg's neediest students.
- Carly Eichhorst from the financial aid staff has developed a financial literacy program for students, with help from the Augsburg Stewards program and staff from other divisions. The program teaches students to manage personal finances responsibly.
- In February, Augsburg will serve as the Riverside Neighborhood host site for College Goal Sunday, a national effort to help low-income, first generation, English-language learners, and other disadvantaged students and their families with the FAFSA. Meghan Flores is our site coordinator for 2007, and serves on the state steering committee for this program. This year, the Augsburg site will be offering FAFSA application assistance in three languages: Somali, Oromo, and English. Last year several staff members from our College participated in the event at many locations around the Twin Cities. Meghan's efforts in coordinating the CGS event at our neighborhood site at the Brian Coyle Community Center in 2006 were highlighted with an excellence award at the national level.

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Retention

- Fall-to-fall retention in the day program overall improved to 83.5%, compared to 79.9% last year.
- Retention in adult undergraduate programs was 67.8%, the lowest rate in the last seven years. This may be a reflection of increasing numbers of students admitted to Weekend College with very little previous college experience.
- Barbara Farley, Ann Garvey, and Julie Olson convened a work team for New Student Transitions. The cross-divisional group will develop strategies to improve new student support in the first year.
- The Noel Levitz Student Satisfaction Inventory and Adult Student Priorities Survey will be conducted during the last week of February. All enrolled students, including graduate students and those taking courses offsite, will be invited to participate. These instruments ask students to rate their level of satisfaction with various aspects of their Augsburg experience, and also to indicate the importance of each aspect. The survey was first offered at Augsburg in 2005. Augsburg's results will be compared with those of students at other four-year private colleges and universities who participate in the Noel Levitz study.

INSTITUTIONAL ADVANCEMENT DIVISION

Development and Advancement Services

Our new director of development, Annie Sarver-Bodoh, began working full time in September. Since Annie's hire, we've achieved several milestones in development related to advancing our fundraising efforts to a new level of sophistication. Among the changes:

- **New productivity and effectiveness measures** were implemented. Until recently, we measured all of our development work by headcount only (the number of in-person calls made, number of donors contacted, number of stewardship calls, etc.). We're now also measuring the results of each contact with an eye to consistently moving every donor to the "next" level of philanthropy.
- **Prospect Ratings**—All donor prospects have been recently rated regarding capacity, willingness, and readiness to give. This process assists in devising successful and individualized donor strategies.
- **Philanthropic Assessment**—We've begun the philanthropic assessment process with our consultants, Johnson, Grossnickle & Associates. Interviews with all development staff, some faculty, and selected donors are complete. Preliminary results will be reviewed by the Assessment Advisory Committee at its Jan. 22nd meeting. The goal is to use the results of the survey and our consultant's recommendations to turbo-charge our fundraising efforts and prepare us for the next big campaign.
- **Pledge Reminders**—With Advancement Services, we implemented a pledge reminder system that mails out monthly reminders to donors about their pledge payment status. The reminders have generated much attention, and we're seeing more timely payment by donors as a result.

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- **Planned Giving Website**—The planned giving website, which provides helpful information about the types of planned gifts available and a planned giving “calculator” for donors to plug in their own numbers to determine what options work best for them, was launched this fall. This site is managed by the Stelter Company, a respected industry provider, but has that unique Augsburg look.
- **Annual Fund**—Our Augsburg Fund efforts are progressing—we mailed over 30 segmented appeals this fall, including sending individualized Augsburg address labels to 18,000 alumni, donors, and friends, which has generated good giving response. We have achieved a 92% pledge fulfillment rate on our phonathon donors (industry standard is 75%) and regularly receive calls from other colleges seeking best practices information about annual fund strategies.
- **Scholarship Reports**—Thanks to Advancement Services’ good work, we improved the look, substance, and timing of our annual reports to donors regarding their established scholarships. These reports have generated very positive feedback, together with additional tips for improvements.

Fundraising Initiatives

- **Capital Campaign**—We are working on closing the gaps between cash and pledges in hand, and the fundraising goals for the Kennedy Center and the Oren Gateway Center; we hope to have met goals by May, our anticipated Campaign Celebration date. We are working with vendors to appropriately highlight all named- and donor-recognized spaces in both buildings.
- **The Sciences at Augsburg**—This project is on schedule. The Marketing and Communications and Development Departments have been working in partnership with Academic Affairs to define and articulate the vision for the sciences at Augsburg (see Barbara Edwards Farley’s report), with a goal of launching a refreshed Science Complex building campaign in the summer. Over the next two months, select representatives of the College will be meeting with key leaders and influencers in the sciences and health communities to test the themes and messages being created.
- **The Center for Faith and Learning Fundraising Task Force** participated in refining the marketing messages for this effort, and identified and rated prospective donors. Development staff is in the process of fine-tuning the prospective donor lists and creating individual fundraising strategies to be implemented in January.
- **The Endowment Task Force** delivered a preliminary report to the board in November, and continues to work on creating comprehensive and well-supported endowment growth recommendations. We anticipate bringing recommendations to the board at the May meeting.
- **The Sabo Endowed Chair** project is off to a running start. We’re in the process of identifying volunteer leaders for an advisory committee, which will provide input and guidance related to the articulation of the programs related to the chair, the refinement of the marketing messages, and identification and cultivation of potential donors. Rep. Sabo is directly involved and we have contracted with his chief of staff, Mike Erlandson, to help move this project forward. Although we’re in the beginning stages, we expect to move quickly to raise the \$2.5 million we need in order to take full advantage of the public attention to Rep. Sabo’s retirement.

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Marketing & Communications

- **Assistant Vice President search**—The search for an AVP to lead the Marketing and Communications Department continues. I will have the opportunity to meet one of the candidates for further discussion next week.
- **The Augsburg Promise**—Mindpower, our branding consultants, made several visits to campus this fall and met with a number of students, alumni, donors, staff, and faculty to collect information about the Augsburg experience. They will present preliminary findings and recommendations in early March.
- **Electronic communications**, currently reporting to the VP for advancement and the chief technology officer, will move to Marketing and Communications in January. This area is responsible for all electronic communications, including the website; events calendar and graphic screens; and is starting work on rolling out a content management system that requires each department and program to control and update the content of their web pages. In January we will begin work on the redesign of Augsburg's web presence, in conjunction with the Augsburg Promise initiative.
- **Inside Augsburg** news and events pages were updated for a new and much-improved look. This effort was the result of a great collaboration between IT and Marketing & Communications.

Constituent Relations

- **Alumni Board**—The Alumni Board is in the process of re-defining its purpose, role, and responsibilities in connection to the One College initiative. The board is looking to maximize its impact with available resources.
- **Homecoming 2006** was a smashing success. We had a record number of alumni participating in a variety of events all week and exercised administrative creativity in re-inventing some traditional offerings. We received the most positive feedback from alumni who preferred a Homecoming Lunch on Friday to honor the reunion classes and Distinguished Alumni to a Homecoming Dinner. We also offered a number of events for younger alumni and current students, which attracted small numbers but positive attention.
- **Parent and Family Relations** connected personally with all families of day students and potential day students for next year, and is in the process of reaching out to WEC families. The Parent and Family Council is highly engaged and actively supported a number of events on campus this fall.
- **Government and Community Relations** has worked in partnership with a number of on- and off-campus constituents. On the community relations front, the College is coordinating all outreach efforts that, in the past, were handled by several people who weren't always aware of what the other was doing. The result of this new coordination: no duplication of effort, higher impact of our presence in and outreach to the community, and more effective community partnerships. Of significance is the new relationship we've established with Mayor RT Rybak, the University of Minnesota, the Cedar Riverside Business Coalition, and the Minneapolis Public Schools. We're also in the process of exploring new legislative partnerships (local, state, and federal) to the benefit of Augsburg.

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Events

- **Scholarship Donor Brunch**—This annual event was very successful this fall. We had a record number of donors and student scholarship recipients who attended, and are working on sending out the photos we took of donors with “their” students.
- **Advent Vespers Donor Dinner** was held on campus for the first time, part of our deliberate effort to bring donors to campus more often. We succeeded in creating a sophisticated, elegant setting that all seemed to enjoy (and the food was better than previous years – ed.).
- **Presidential Inauguration**—We hosted four days of inaugural events that targeted and included a variety of constituency groups (including all volunteer leaders and groups, Student Government, alumni, neighborhood leaders and businesses), all of whom were actively encouraged to donate goods or monetary gifts to the Brian Coyle Food Shelf (which we have now filled more than three times to date). We achieved distinction among colleges everywhere by limiting the inaugural service to one hour and 13 minutes. The event was a tremendous collaboration of many departments across campus.

Fine Arts

Fall accomplishments in the fine arts relate to the following Fine Arts Strategic Initiatives:

- **Establishing and cultivating community partnerships**—During the first six months of this fiscal year, a deepening relationship was formed with VocalEssence, as the fine arts hosted teacher-training on campus for the WITNESS program; a residency by guest composer Hannibal Lokumbe was planned; and Augsburg received \$25,000 in funding from an ACTC collaborative grant to produce a festival of music by Pulitzer Prize-winning composer William Bolcom in April 2007. November Ibsen Year festival events were coordinated and co-sponsored with the Royal Norwegian Consulate; Augsburg hosted an Ibsen film festival, an Ibsen exhibit in Lindell Library funded by the Consul General’s office, and the Theatre Department produced *Hedda Gabler*.
- **Continued broad integration of the fine arts into institutional planning**: Principal partnerships have been with Marketing and Communications, Alumni Relations, Development, Advancement Services, Admissions, Events Services, and with the history and religion departments.
- **Increased income from fine arts activities and facilities** is one of the elemental aspects of the Fine Arts Initiative and was achieved in the following ways this fall: rental clients, programs, fundraising, and ticket income.
- **Commitment to use consistent metrics** to measure the Fine Arts Initiative’s progress. Principal measurements are enrollment (233 enrolled in FY ‘07), earned income, contributed income, promotional accomplishments (never successfully articulated; awaiting the hiring of the new assistant vice president for marketing and communications), and community partnerships.

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FINANCE AND ADMINISTRATION DIVISION

2006-2007 Financial Update

As of Nov. 30, the College is at the mid-point in the fiscal year. Budgeted to accrual tuition revenue is on target. Expenditures are also on target as total when compared to budget. The Administrative Accounting department has been finalizing new financial reports that will present budget to actual revenue and expenses and a balance sheet on a monthly basis. Dan Sjoquist and Tom Haglund, from Frank Consulting, have been on campus since Nov. 1 and will be the interim CFO and controller until the College completes its search for a new CFO, who will then hire a new controller.

The College has contracted with a firm named Growth Design to review the College's financial information and develop a financial model that could be used for future strategic planning including budgeting, projections, and other modeling techniques. Growth Design was on campus for an initial site visit in November and is currently in the development stage of the model.

Facilities Update

The College's new dome structure was raised in November.

Capital Project Update

The Kennedy Sports and Recreation Center project is open and nearing completion.

The Oren Gateway Center construction that began in July has had the pre-cast concrete structure erected and is currently having electrical lay-out and metal stud walls with sheet rocking in progress. The project is scheduled to be occupied for the fall of 2007.

The Augsburg House renovation is complete with the exception of a few follow-up items that included wood floor rework and some roof replacement items.

What a great and busy fall semester we enjoyed! Thank you all for your hard work and commitment to our common work here at Augsburg. I look forward to our continued efforts together in the months and years ahead.

Paul C. Pribbenow
President