Alumni Board Meeting  
April 22, 2010  

Present: Randy Betcher, Gary Perkins, Bruce Wahl, Carol Eisinger, Mickey Monsen, Ted Hillestad, Dan Rustad, Mitch Lehn, Katherine Kroege, Kate Pearce, Linda Bjerke, Brenda Berkman, Greg Steeber, Tracy Fossum, Larry Christensen, Katherine Barnett, Joy Quaidoo, Kelly Hawley, Kathy Schuurman, Katie Hellen, Meredith Utt, Allen Baker, Sheri Eichhorn, Matt Fedde, Nicole Schroeder, Heidi Quiram, Danny Lee, Amy Pagel

Opening Devotions-Doxology

Update from Board of Regents - Katherine

• Moving towards strategic planning with focus on fundraising
• Large capital campaign
• Evaluating the factors that will influence campaign—economic climate etc
• Strategic Planning Survey Data Reviewed
  o Highlights-Financial aid and making college affordable is high priority
  o Scholarship programs are needed, “buy down” the cost of college
  o Very little discussion on wanting a concert hall – only 3 comments
    ▪ Concert Hall would be a big cost issue - $50 million
  o Housing Issues- more options needed, independent living yet not quite off campus, apartment style living for upperclassmen
  o External threats/changes in Education
    ▪ Many colleges are dangerously close to closing/selling to ‘for-profit’ universities (Waldorf example)
    ▪ More and more students are starting at community college and then going to residential, 4 year school to combat the cost
  o Campaign if it goes forward would begin in 2012 and 2013
  o $5-6 Million still needed for Old Science renovation, $22 million total cost
  o Tuition is at smallest increase since 1974.

Q and A:

Q: Any concerns about the stability of St. Olaf in context of colleges in financial difficulty?
A: Financial resources are very strong, college only uses endowment funds 4.6% of the time, which is low, but that low dependence allows us the flexibility to continue to grow programs. Debt is structured to use short term debt, paying low rate of interest, currently running a surplus. Allows us to continue with new science renovation and fund other programs at the college without having to raise tuition. Board of Regents is very business leader focused on how they approach financial decisions.

Q: How has the endowment fared in the past year?
A: $292 Million currently, Lowest was $228 Million, Highest was $335 million. Lower returns will be with us for probably another 24 months

Q: What is the long term goal for the endowment, in terms of what it should be?
A: Not a publicly stated number, St. Olaf is less than half of both Carleton’s and Macalester’s. Should probably be twice to three times what is currently is.
Alumni Board Show and Tell:

Linda Bjerke-Twin Cities:

- Gala highly successful, lots of repeat guests
- Shared copy of letter she sent to classmates to attend Gala
- Conversations still going really well, good attendance and walk-ins
- STO on the Road in Mpls was great event
- Looking forward to Norwegian Heritage Day in May

Kate Pearce- Twin Cities:

- Theater Event in April, publicized in Ole Weekly
  - Alumni Night, registered via theater website, 20 or so in attendance
  - Theater professor, alums involved in theater, hope to make it a more regular event
  - Used Facebook as a marketing tool

Carol Eisinger/Mickey Monsen-Chicago

- New Student Picnic likely to happen again this summer
- Networking Event-50-60 people, very successful! Wide range of ages
- Happy Hour/Dinners downtown and in the suburbs
- Daughter Becky started a Bloomington Indiana Happy Hour-12 people showed up
- Potluck dinner for Suburban Sundays, 35 people came to Carol’s house, very successful! Lefse was a hit.
- Lefse party was suggested, work to schedule that event
- General trend is to do something that won’t cost much
- Theater Event on May 2, Ragtime at Drury Lane Theater
- Day of Service at a church that serves the homeless was a great success! 17 of 20 people showed up to help clean the church and shelter.
- Need to reach out to families/parents with kids for events

Brenda Birkman- NYC

- Lefse making was a success despite lots of worries during the planning!
- Experienced lefse maker was a hit and good instructor
- Success despite lacking all the equipment, contest among participants
- St. Olaf Choir Tour at Carnegie Hall.
- Q: Why won’t choir do other things besides the concert with alums?
- NYC Skating Party
- New to New York Event: Met at Rockafeller Center at the Tree, 20 or 30 people showed up
- Day of Service had only 8 people sign up, only 4 actually showed up.
- Syndette Mai coming up
- Q: How to we delegate and organize out events? How to you make sure they don’t drop the ball?

Bruce Wahl-DC
Lefse event for about 20 people, a church is a good venue for the event, but needs to have enough electricity. 2 people per grill. Always have a waiting list of 10-15 people to participate.

Happy Hours continue, a new one in Baltimore

DC Care Packaging event was a success. Given to current students. Ran by Andrew Foxwell '08

DC Bookclub is about 6-12 people, very regular

Homelessness Education Event prior to Day of Service, 20 people

Day of Service-10 people signed up

Q: Can St. Olaf “ghost” the sender’s name on an email to look like it’s coming from an alum?

Shakespeare Theater Event coming up

Katherine Kroeger- Seattle

Lefse making was successful
Day of Service had about 11 people
Planning Sun Valley event next March 3-7

Ted Hillestad- San Francisco

Day of Service – 20 people signed up
STO on the Road on May 8

Gary Perkins-TC

Working to connect students and young alumni with other alums
Works closely with current students on campus
Ole Ventures Group on campus
Ole Connections group doing well—25 to 30 alums usually. Lots of age range, building networks
Career Network via CEL. Trying to help junior and senior students
Themes to Live By might need some tweaking, small attendance

Larry Christensen –Dallas, Texas

June 3rd having first North Texas Ole event, getting tour of new performing arts center
Picnic in August
Involved with Career Networking Mentoring Program

Q: How does the mentoring program work? Lots of questions regarding the students selected for each alum.
A: We’ll talk to Paula Carlson/CEL regarding it.

Joy Quaidoo – MASS Network

2010 Strategic Goal: Re-connect!
Facebook group is growing
MACCO is extremely supportive, about 30 members through the MACCO office
March 20 networking event at Sean’s Café in Mpls, Bruce King talked about diversity on the Hill
April 10 Harambe Conference on Campus, Alumni Panel
Mentoring current students, lots of easy ways to get involved

Greg Steeber- TC

Spent much time on Gala
Day of Service in TC was successful
Daughter at Princeton got area Œles together for the Choir concert this winter
Lefse event in Jerusalem this winter

Mitch Lehn- Denver

Broomball event this winter, only one separated shoulder! Weekend afternoon
U of M vs. U of Denver Hockey Game
Cookie packaging event was fun to send to current students
Day of Service – Food Pantry, 2/3 were new participants

Q and A:

Comment: Reaching out to alums via phone or a meeting might be a good tool when email and technology is not working. Value in getting the word out in all forms.

How to you plan, how do you get new people involved?

- Need a shorter guide to give new volunteers to help them coordinate the event
  - Summer meetings to plan next year’s events
  - Many groups still not having people stand up and take charge of an event
  - Others agree to do it but drop the ball

How do we keep addresses updated based on people moving, etc?
  - Send cards to parents of young alums, where in the world?
  - Reunion updates
  - Postal service data
  - No a lot of dead records on the contact lists

Partners Board Report

23.93 % of alums participating. Goal of 10K Donors
$3,824,000 in the door. 3.9 million is goal

Annual fund has leveled out in the past 8 years. No major new growth. High staff turn over. Bad economic climate. Lack of continuity and lack of focus.
Annual fund supports all facets of student life.
Annual Fund driven by college.
When driven by Alumni, the Fund tends to grow when looking at other college models.
Givens alumni sense of ownership
- PGOs spend less time seeking smaller dollars, get to spend more on big gifts
- Partners Board will go after Leadership Gifts
- PGOs go after long term, scholarship, will gifts, etc
- PB working to change view of college giving
- People don't know what is expected of them
- Gift to PAG is a gift to the students
- Define participating in PAG as form of good Ole Citizenship
- Goals:
  - Leadership gifts to 1000 people by 2011
  - Need to find area volunteers who might be interested in calling a few people
  - 1961 and 1974 lead classes because they have so many volunteers willing to help out
  - Board structured by decade. Each member is responsible for a decade of classes
  - Modeled after 1961 and 1974
  - Still looking for a few more Decade leaders, specifically the 1970s
  - 5 year goal: 40% participation (right now in the low 30s) = 6 million annual fund in 5 years

- Annual Fund participation influences STO's ranking in the US News and World Report College Rankings
- Volunteer Summit August 14 for all CFAs and Reunion Committees, and any other volunteer
- Partners Alias for the Alumni Board would be helpful to keep AB updated.

Q and A:

Q: How will we continue to increase current student awareness?
A: Number of initiatives for student philanthropy, SAA events, Senior Campaign, yearly methodical process

Q: Is goal of increase aggressive enough? Only 2% increase per year
A: 2015 we will probably be in the middle of the next capital campaign, takes a little time to pick up speed. Took 15 years for Carleton to fully transform their annual fund.

Q: How does the Alumni Board help these efforts?
A: Need geographic clubs to find volunteers to help call, volunteer for Partners, etc, need to help make area Oles feel connected to the school and in turn feel good about giving to the College.

Q: More common than not people don't feel the passion that we do for Olaf. Therefore, how do we tap into some passion and find those who have it?

Comment: We need to be more intentional about demonstrating St. Olaf need.

Comment: Girl Scouts of DC area example of fundraising. Key was "sending a child to camp"-Tangible and visible.
  - This has kind of been used before, especially by MASS groups
  - Joy pointed out how she didn't feel compelled to give before until she was on the AB
  - Recalling overall experience is important
  - Tangible is best way to get donations
  - Fund A Need is overall good approach
PB will now market the St. Olaf Annual Fund

Q: How to you respond to someone who is upset by the college?
   - Volunteer workbooks available
   - College needs to do a better job of keeping people updated about the issues on campus

Black and Gold Gala Discussion:

- Great evening, lots of connections, varied age groups, students involved
- How do we go on from here?
  - 2 goals: To connect people of all different ages in the TC area and to raise money for Partners

Q: Was this money coming in before from the same donors before they gave it at the Gala?
A: Not exactly sure, probably given in different ways

- Main goal of the event was connection for Oles
- Many new donors are coming out of this.
- Possibly a good idea to extend invitations to others outside the TC area.
- Consistency of Gala is important—need to do it every year
- Need to monitor how donations are coming in, who they are coming from for the next 5 years to really see progress

PR/Marketing:

- Small group of committee members
- Focused on bringing in affinity reunions, young alums, families
- Pitch that it was a great way to network, re-connect
- Drove everything to the website
- Facebook, video clips on website, etc
- Face to Face
- Direct solicitation-email, phone calls
- Went after full table sales

Looking forward:

- Does AB support the initiative to continue this next year?
- Mitch suggested having tables from the outside areas, “Denver table,” “Seattle table,” etc.
- Reunion Class tables, etc
- Linda/Dan suggested that it would be good to have the PB also in support of it/helping make it happen
- It would be good to let donors know how successful their item was.
- Board members around the county can help find people who want to donate trips, experiences, etc.

Q: How big can we go?
A: Realistically could go up to 1000 people. Caution on how big it grows. Limits reality of people being able to purchase items, energy gets disproportionate.
Alumni Award Report

- List of candidates approved by the Alumni Board.
- These decisions will be kept confidential until award winners are notified by President Anderson.
- Those nominees not awarded an award this year may be eligible to be re-considered next year.

Board Discussion/Action Items

Friday, April 23, 2010

Present: Randy Betcher, Gary Perkins, Bruce Wahl, Carol Eisinger, Mickey Monsen, Enoch Blazis, Allen Baker, Sheri Eichhorn, Heidi Quiram, Meredith Utt, Katherine Barnett, Kathy Schuurman, Kate Pearce, Ted Hillestad, Maggie Wells, Greg Steeber, Larry Christensen, Brenda Berkman, Linda Bjerke, Sean Burress, Joy Quaidoo, Katie Hellen, Tracy Fossum, Mitch Lehn, Katherine Kroeger, Dan Rustad

SAA Report – Kelly Hawley, Siri Thompson

- Spring Break- DC Area for Ole Spring Relief V, 70 students, visited a different city each day, did various projects during the day
- Habitat Trips
- FCO Mission trip to Denver
- Cycling Team went to Manhattan, KS for a race and then trained in Boulder, CO
- Other sports teams took trips across the county
- Kelly recently traveled to Montana to attend and present at a conference for student researchers

- Campus Life busy as well—cultural events, SARN month, Volunteer Week
- Herpetology club purchased a turtle aquarium.
- Many plays in Haugen and Kelsey this semester
- Lutefest coming up in May—live bands, tye-dye, picnic
- Spring Concert will feature Eric Hutchinson
- CATE SGA subcommittee working on new way for students to provide feedback on classes and professors.
- First senior art show will open on Sunday.

- SAA events: Ole Night Out with over 50 students participating, Professors spoke during Interim at Fireside with over 70 students. Etiquette Dinner with 100 students in February. Volunteer for St. Olaf (March) in conjunction with Partners in Annual Giving. Contests, Ole Callers, Thank A Thon,

Partners Board Follow Up:
- CFAs still needed for lots of classes. Any ideas, contact Partners Board Reps or Randy who will reach out.
- Request for a list of class needs/reps for the AB to have for reference. Can we get a list of those who have refused before so we don’t aggravate someone? Some of these records are kept.
- Request for a two sentence reason/pitch for being a CFA.
- No geographic boundaries required to be a CFA

**Strategic Planning at St. Olaf - Paula Carlson**

General Comments:

Strategic Planning Committee put together by the Board of Regents
- small, nimble
- Step 1, survey in January, open ended survey sent to those who are very involved with the school
- Similar feedback on lots of issues
- Key strength was academics, community (mentioned by students)
- Experiential learning
- What could STO do better? Academics, diversity, finances, residence halls
- Top priorities, Academics, diversity, finances, res halls, reputation
- 22% response rate, 900 approximate responses

Accreditation initiative:
- HLC – Higher learning commission
- Independent accreditaors
- 2 main processes of accreditation
- STO part of the Peak process, tenure process (approval)
- Once get tenure approval, don’t have to deal with accreditation for the next 10 years
- New model will be an ongoing annual electronic review, we will have to upload data to the commission once a year for review
- Quality initiative: institution picks a project, starts it over 3-5 year period, then commission will track the progress to make sure the institutions are moving forward.
- Judged on good faith effort

Ultimately STO wants to be deliberately and intentionally focused on preparing students for life after college.

Guiding Groups:
- steering committee, task force/working groups focused on particular initiatives

Career Network for Oles
- part of the Main Street Project
- More input from a wider range of campus as it develops, right now an initiative from the CEL
- 1040 alums responded
- 418 students participating
- currently grads aren't built in the framework to use this system

Q and A:

Q: Are we making calls to major corporations to find out what job needs are?
A: General Mills, Target, Travelers, Thriven, Best Buy has steady stream of grads going out to work for them.

Q: How were students and alums matched?
A: Based on general interest, not generosity

Q: How does the contacting process work? Do you have to respond to everyone? If not, are they getting responses from other alums or just waiting to hear from one?
A: Student names go to 3-5 alums, CEL to think about sending a follow up to the alums who signed up to participate.

Comment: Helpful for CEL to focus more on those who don’t know where they are going...how to discern vocation?

Alumni Board Nomination Committee Report

- Kate Pearce has been nominated as the next President of the Alumni Board
- Review of nominated candidates
- Looking for gender balance, class years, geography, new roles
- Katherine described the purpose of new positions being created for the Board
  - “Retired Community” position should be re-named “Post 50th Reunion”
- It was suggested to make sure we don’t get too top heavy on the ‘80s, ‘90s, and ’00 decades as well as not overly heavy with business professionals only. Make sure to think about including other types of professions in the future (non-profits, etc)
- Motion to approve the candidates
  - 2 opposed (Joy and Sean)
  - Opposed to the nomination of Mario Paez due to his lack of involvement with MASS during his time on the MASS Board
  - Katherine described why Mario was listed as the top person on the MASS nominee list
    - Participation in the Annual Fund
    - Involvement with the college, identified himself as interested in College work
- Sean feels un-empowered in this process
  - Wants to have input in what is being told to people who are asked to be on the Alumni Board
  - Feels like the priorities of nominating candidates are dictated to him by the powers that be
  - Needs to know the priorities of why people are here, expectations of people
  - Is giving the main reason for why people are asked to be on this Board? Is willingness to DO secondary to amount given?
- Katherine and Kathy respond:
  - Amount of giving is not important, it’s more a showing of involvement and commitment to the College
  - Described nominating process
    - Collect names from Board, PGOs, PAG, other campus leaders
- Vet those names based on involvement with college events, giving, recommendations and goals from other offices (MACCO etc)
- Board position is a liaison to MASS, doesn’t preclude MASS from putting their own leadership in place.

- Question of track record with the College and how much that influences who is likely to be nominated/chosen for the Board
- Larry C – based on list of nominees, Adam Bad Wound looks like the best candidate based on experience and profession (higher ed)
- Brenda- concerned that if we bring on someone (Mario) to lead something that he does not have a good track record with it might cause problems for both the Board and MASS
- Sean: A certain race is not required to lead MASS, anyone should be able to. “You don’t have to be some race to be actively engaged in MASS. But you have to have the support of MASS to lead MASS.”
- Ted: Do these 3 nominees have qualifications to be on the Board without just being nominated for MASS? That’s important to consider.

Decided to move other nominees along with the exception of MASS nominees. A larger conversation will take place when Nathan returns with Joy, Sean, Bill Green, Bruce King, MASS Board, and any AB members who wish to be involved.

**Michael Kyle-Admissions Report**

- Both Admitted Students Days went well
- Year so far:
  - Second largest applicant pool this year
  - Robust growth in multicultural population and international student population
  - Financial Aid continues to be the big issue
    - merit vs. need
  - 30% drop in students that submitted merit applications
  - Perhaps used to being told “no” or fewer families are expecting a merit scholarship
- Pricing strategies in a new economy:
  - With the exception of Carleton and Grinnell peer institutions went up much higher in terms of tuition increases
- 50% of students are full pay at Carleton
- Different this year:
  - More summer travel, more scheduled interviews across the county
  - More on campus programs (April)
  - Fall travel/interviews (more visits to college fairs, off campus interviews)
  - Collaborative events with ACR around the county (STO on the Road)
  - Changed student search
  - Brought publications and marketing in house
  - Initiated a social media strategy
  - Updated Admissions website
  - More parent directed marketing
- Who are our applicants/admitted students/how do we shape a class?
  - More interest from outside of MN
  - Big increase in students of color and first generation college students
  - Admitted a pool of students with better gender balance, 55/45
- 27% Lutheran
- 23% Legacy
- 12% First Generation students
- Most of oomph in academic profile will come from those who deposit later
- Legacy applicants: slightly lower number, down 2%, about 77% of legacy students admitted
  - 59% of legacy are from MN
  - 45% are Lutheran
  - 9% are minority
- Applicant Geography
  - Growth in Central US, New England, Mountain West
  - Decline in South, Mid Atlantic, and Great Lakes
  - 0% growth in the Upper Midwest (same as 5 years ago), Need to figure out why we can’t generate more applications from our own backyard
  - Decline in Ohio, MN, IA, MA, Colorado
  - Iowa has declining population of 18 year olds

Competition:
- Luther College
- U of MN
- Madison, WI
- Fewer students are submitting where else they are applying
- St. Olaf has effectively distanced itself from schools that used to be right in our overlap group
  - Unable to position ourselves for a larger group of students in the likes of Carleton, Macalester, and Grinell

What will be done differently next year?
- More summer travel interviews
- More travel and interviews “off cycle”
- More collaboration with Advancement Offices
- Alumni Admissions Program
- Develop and implement a comprehensive social media strategy
- Think differently about financial aid
  - Need analysis
  - Financing
  - Less than 5% of college applicants have families who have saved for college.
- more partnerships with other areas of the college
- Extensive focus on outreach

Q and A:

Q: Does our 4 year grad rate help with marketing?
A: There are no parents that believe their child won’t graduate in 4 years

President’s Report

The Budget:
- should end with around 6-6.5 million net operating revenue
- Due to lower rate of variable debt than expected
- 2 million savings to the budget due to lower rate
- Travel, meals, office costs coming in lower than they budgeted
- Plan has always been to use net operating revenue to fund capital projects
- Non Compensation portion of budget has been flat with last year, succeeding in keeping up with managing costs
- College needs more full pay students next year

Faculty Recruitment
- Most colleges last year didn’t hire anyone
- St. Olaf hired new faculty
- 29 new people hired in the past 4 years, 18 diverse

Board of Regents
- OJ Thompson’s term as chair is up this year
- Tad Piper will be the next chair
- Andrew Foxwell will be the new young alumni board member

DRA will spend next 6 years beginning, executing, and concluding the next big campaign for STO

Image of STO is a big focus for the future.

Alcohol Policy
- No plan to change policy, represents an aspiration of the college

Future goal remains—but at an unstated amount of time—to reduce enrollment by about 200 students.

WCAL matter is closed as of now. Appeals were rejected by the courts. Money went into faculty positions and the chapel renovations.

Sustainability is the main issue on student’s minds.

Mayo Clinic talking about opening an oncology center on College land. This will undoubtedly produce feedback from students, alums, community etc. There would be many benefits to having Mayo in Northfield.

**ACR Presentation – Mike Stitsworth**

Events
- Pleased with success of Gala
- STO on the Road- 2nd year has been much more successful
- Will continue to do the 12 city cycle, may add more in
- Working to find more ways to get the President in front of people despite where they are geographically located (web streaming etc)
- President’s Report Card event in May (for non-alumni parents)

Parents Fund
- Pure Parent (parents who are not alums)
- Up and running
- Raised $450,000 so far this year from current parents
- Includes past parents as well
- 60% of money raised is from past parents of Olaf students
- 40% from current parents
- Parent events are being piggy-backed onto Admissions events
- Parent dinners in conjunction with STO on the Road
- Parent giving is not measured in college ranking reports
- Parent Fund tents during move in day and at Homecoming

Directions on the horizon
- Advancement and College Relations will get majority of admin building from 3rd floor down to Atrium. This will enable almost entire division to be in the same place
- Renovations will start in January
- Alumni Center will hopefully be located in the Atrium.
- Quiet phase of campaign will start in about 2 years
- Next years are about discovering new prospects while keeping current friends, etc.
- Need more help in the research portion of our division
- Possibly will be re-purposing people when starting the campaign

Next Meeting Nov. 4-5 (Founder's Day)
- Presentations, awards, and dinner on Friday night (meeting ends at 3 p.m.)
- Should we start with meetings on Thursday am? Will be discussed with Nathan when he returns.
- All Board members do participate in the Awards dinner.

Themes for next meeting:

Oles Helping Oles, Meaningful Engagement, CEL updates
Possible speakers might be Greg Kneser and Roz Eaton Neeb

Possible idea would be to split into different areas of interest/tours, etc

More interactions with students are wanted
- Possible ice cream social
- ABC breakfast, etc

DAA should get pin to signify their award

Need time set aside for discussion about roles on the Board, nominating process, etc.

Meeting Adjourned at 4:30 p.m.