Present: Kim Brody ’78, Sonja Clark ’03, Sam Dotzler ’00, Mark Hermodson ’64, Autumn Hilden ’99, Thando Kunene ’13, Jody Miesel ’01, Curt Nelson ’91, Becky Odland ’74, Mario Paez ’01, Abraham Payton ’08, Cheryl Philip ’10, Lisa Warren ’86 and Mark Williamson ’88.

Absent: Liz Frederick ’07

Visitors for at least a portion of the day: Jean Parish ’88 (Director of Music Organizations), Dave Wagner ’03 (Director of Admissions), Matt Gustafson (Associate Director of Alumni and Parent Relations), Brad Hoff ’89 (Director of Engagement, Alumni and Parent Relations), and Kelly Vikla ’82 (Assistant Director of Alumni and Parent Relations).

The meeting was called to order by Sam Dotzler.

Music Organizations Update

Jean Parish ’88, Director of Music Organizations, updated the board on Music Organizations (Music Orgs) successes from last year and shared plans for the upcoming year. Jean explained that Music Orgs is separate from the Music department and handles the professional side of the music ensembles, such as lining up tours and concerts, etc. Jean replaced BJ Johnson, who held the position for 37 years.

In the spring of 2016, the St. Olaf Jazz Band went to Cuba and Jean said that it was one of the most rewarding tours she has witnessed. They set up exchanges with local musicians and both the students and local musicians had wonderful experiences. The Jazz Band will be playing on November 17 and will be releasing a video of their Cuba trip. Jean shared a video preview with the Board.

She also highlighted last year’s New York City Carnegie Hall performance by the St. Olaf Band. An alumni and friends reception immediately following the concert drew more than 208 and was moved to a larger venue. The band celebrated its 125th anniversary and more than 320 former bandies gathered over Reunion Weekend to celebrate and participate in a concert. The St. Olaf Orchestra’s high water mark was a tour of Argentina.

The St. Olaf Band, St. Olaf Orchestra, and St. Olaf Choir are considered ambassador ensembles, and promote the college’s image while increasing awareness of the Hill. The ambassador groups reach a lot of prospective students during their tours and Music Orgs works with the Alumni and Parent Relations department to identify reception sites and with admissions to target recruiting areas. Jean pointed out there are also eight other resident ensembles.

For this year, the St. Olaf Choir’s domestic tour will go to Washington, D.C. area where they will perform at the Strathmore in Bethesda. The Choir will also be going to Japan and Korea in June. Dr. Anton Armstrong ’78 has an extensive profile and many contacts in Korea. The group will be there for five weeks and will also work with the American School in Japan (ASIJ).
Jean shared exciting news about the Christmas Festival. This year there will be a live video stream of Sunday’s afternoon performance. The concert has been recorded and broadcast about every four years. It has been expensive to work with outside vendors. Now, with St. Olaf’s in-house technical capabilities, the college is offering the performance as a live stream for people who cannot attend in person. It will also create a revenue stream for the college. Messaging will be going out soon with the details which include a purchase price of $12.99 before November 23 and $14.99 after that date. It will be archived for a span of time to be able to watch the concert at a later date. Sunday’s performance was chosen because it is typically the most refined version of the concert and likely offers a better time for alumni and friends to gather. Jean was asked if the stream will decrease attendance and she said they do not anticipate any attendance issues. She also noted that the ability to do this all with in-house technology was the direct result of the Media Services department receiving funds from the sale of WCAL.

The entire Christmas Festival is going to be recreated and performed at the National Conference for the American Choral Directors Association (ACDA) in the spring of 2017. The conference has never been held in Minnesota before so everyone is very excited to be a part of it.

Jean said that as the department’s new director, she is always looking at what Music Orgs does to understand if there are ways to improve it. One area under consideration is the marketing of concert CD’s. This has historically been a huge source of revenue for the ensemble tours; however, people are no longer buying CD’s. Music Orgs is looking at ways to replace CD’s in accessible forms.

Jean reported that Tim Mahr is now the interim conductor of the Norseman Band following the retirement of Paul Niemisto after 39 years. The tenured position was denied, and they have been asked to go back and review the position. The thought is that after 39 years, is the exact same position needed? This is a chance to reimagine the position and not just refill it.

She also mentioned a change in the hiring of music department faculty to address the changing musical interest of incoming students. There are a number of open positions, and, for example, they are excited to bring in an ethnomusicologist.

The board broke for lunch in Trollhaugen. Pastor Matt Marohl said the opening devotion.

**Admissions Updates**

Dave Wagner ’03, Director of Admissions, shared the demographics of the incoming class of 2020 and the recruiting strategy for the upcoming year.

As a student Dave was an Asian Studies major and has been with the college for twelve and a half years, working briefly in the Annual Fund office and then returning to Admissions.

He shared the story of the class of 2020. The Admissions office had a great year even though competition for students has gotten more challenging. For example, the University of Minnesota is adding 1,200 students to its undergraduate program, which is the size of a small liberal arts college.

The class of 2020 is 824 students strong. Dave noted that St. Olaf just graduated their largest class this past spring so Admissions intentionally brought in a large class to replace them. The goal is to keep the
student body at 3,000. The enrollment of Minnesota students has decreased overall, and is at 42% for this class. The strategy has been to improve national recruiting and to enter more competitive markets. For the first time, there are more than 100 students from Chicago, along with increased growth from California. Colorado and Seattle remain strong markets and the college is maintaining pace in the east coast markets of Boston, New York and D.C.

Dave said that Admission’s must watch what net tuition revenue is generated by the incoming class, as well as increasing the multicultural attendance by 1% each year. Access and indebtedness are two points the staff keeps in mind.

Dave noted that this year’s yield rate has bounced back and explained that the yield rate is the percentage of students who choose to enroll after having been offered admission. The Admissions department is focused on making financial aid decisions more transparent. This year, for the first time, every student who received loans in their package only received subsidized loans; no unsubsidized loans were offered. The college is meeting the student financial needs more effectively which also puts more pressure on finding students from all economic strata. Admissions did hit their goal of net tuition revenue per student for this year.

The college didn’t meet the goal of increasing diverse students by one percent this year, however this is in part to the class of 2020 being a very large class. In real numbers, Admissions was able to recruit five more diverse students than the class of 2019 (150 compared to 145). The number of international students also increased to 75 from 65 last year, in part due to an effective partnership with the Davis Foundation.

Dave reported that about a quarter of the students identify as Lutherans, and 10% of the students ranked religious affiliation as something that was important to them in their decision to attend St. Olaf. Legacy student (those with Ole parents, siblings, and other relatives) numbers are consistent and the number of first generation students is increasing.

Dave noted that Chicago helped the college attain both revenue and diversity goals. Chicago and its suburbs have a fair amount of wealth and the college has also partnered with the Posse program. Posse features school counselors who seek out nominations, and then Posse staff help identify and recruit students who can be successful at St. Olaf. This is the third year for the Posse program which brings ten new students to campus each year.

About 89% of St. Olaf students receive need based aid. Dave said that the college does really well with high need students and is making progress with students who have substantial means. One issue with attracting students who land in the middle, is the attractive packages received from other schools. On one end of the spectrum is Carleton where about 50 percent of each class are full pay students - that means they have more money coming in per student. Luther College is on the other side and they end up discounting their fee for almost all students. When institutions discount their tuition and money from other sources like endowment is not forthcoming, the operating budget takes a hit. This is why St. Olaf’s main goal with the comprehensive campaign is to build the endowment.

Several Board Members on the Chapter subcommittee expressed interest in aligning with Admissions, through helping with summer welcome activities and being made aware of formal events. The chapter
chairs would be interested in staying informed of Admissions activities in their areas, as well as getting a list of the newly admitted students and parent so they can be invited to chapter events.

Committee Work Time

The board separated into the committees of Chapter Structure, Alumni Awards, Twin Cities Engagement, and Multicultural Engagement.

Committee report outs:

Chapter Structure – The chapter chairs again said they would be interested in helping with admissions and getting names of newly admitted students and parent so they could be invited to chapter events.

They suggested taking advantage of Google drive as a central repository of chapter resources. This would facilitate sharing event ideas and best practices between the different chapters so that people wouldn’t have to recreate the wheel in developing events in their own areas. There will be a folder for each local chapter for specific information such as event descriptions. Sonja will work on sending out the Google drive to the chapter steering committee members.

Alumni Awards – The Board of Regents approved all of the recommendations for this year’s awards and the recipients were honored at a banquet in September. There are videos of each recipient available for viewing on the St. Olaf website.

The deadline is January 15 for next year’s awards. There are three new nominations so far and more are typically received as the deadline approaches. Each nomination is held in consideration for three years.

Curt reported that for the next cycle of nominations, there will be some process clarifications and nomination form improvements. The committee is trying to keep it simple while also obtaining a little more data and information from the nominator. The subcommittee viewed a demo of an online reviewing software this morning and think it would be a useful tool if the budget can support it. Curt urged each Board Member to nominate at least one person in the upcoming year.

Twin Cities – The Twin Cities chapter is different from other chapters just by sheer number of alumni in the region, proximity to the college, and the number of events hosted within the area by the college. The RSVP group has had a couple of planning meetings. While many ideas were generated no one stepped up to run the events. Therefore, the committee decided to try an event that was unique, easy to register for, and had a value add component. They offered group tickets to a Saints (a minor league baseball team) game. More than 250 people, representing many different decades (including families) attended. Thrivent sponsored the event so each attendee received $10 in Saints bucks to be used for food, drink or merchandise. The committee is looking to repeat the event again in 2017.

In order to connect with older alumni, they offered a breakfast at the Original Pancake House in Edina. About 50 people attended. Regent Greg Buck gave a College update and had swag to hand out. This event will also be repeated in 2017.

The group is exploring an event with the St. Paul Chamber Orchestra, which may include a backstage tour and a chance to meet with orchestra members. Another idea that was discussed is gathering alumni by
careers at a local brewery. If pursued, one career niche to target could be those who work in local non-profits. The group has not yet solved the challenge of recruiting people to plan and execute events.

**Multicultural Engagement** – The committee is in its infancy, trying to identify who the multicultural alumni are and how to reengage them. They hosted an event in August, inviting alumni from the 1970s to 2015. For some of them, it was the first time they ever engaged in a St. Olaf alumni event. One alumna said, “If you do this again, I will bring someone with me.” She had come not knowing what to expect and left excited for what comes next. At the event people shared their experience as students, what their current relationship with the college is like and where they are professionally. Many are very invested in improving the experience for current students.

The August forum generated many ideas that now need to be prioritized in consultation with Bruce King and Sindy Fleming. A few people came forward and said they would like to be involved and part of the committee. They are looking for small goals to build momentum and also to create a structure so that activities will continue after Mario and Cheryl’s board terms are finished.

Mario said there is a potential to build an incredible network around the country. He asked that if Board Members talk with alumni of color at chapter events to encourage them to reach out to Mario and Cheryl.

**Board Commitments**

The current commitments sheet was briefly reviewed. The first eight commitments are expected of every board member and the remaining choices are ways each board member can be of service or engaged. Brad encouraged members to pick something that can be done well instead of trying to do everything.

Next the Board took a group photo and individuals pictures of new members.

Dinner was held in Trollhaugen.

**FRIDAY, APRIL 14**

Present: Kim Brody ’78, Sonja Clark ’03, Sam Dotzler ’00, Mark Hermodson ’64, Autumn Hilden ’99, Jody Miesel ’01, Curt Nelson ’91, Becky Odland ’74, Mario Paez ’01, Abraham Payton ’08, Cheryl Philip ’10, Lisa Warren ’86 and Mark Williamson ’88.

Absent: Liz Frederick ’07, Thando Kunene ’13

Visitors for at least a portion of the day: Mike Eaves (Head Men’s Hockey Coach), Enoch Blazis (Vice President for Advancement), Leslie Moore ’77 (Director of the Piper Center for Vocation and Career), Bryan Shealer (Associate Director, Career Development and Coaching), Kirsten Cahoon ’98 (Senior Associate Director, Career Education and Coaching), Katie Warren ’95 (Chief Marketing Officer), President David R. Anderson ’74, Steph McCluskey (St. Olaf Fund Director), Matt Gustafson (Associate Director of Alumni and Parent Relations), Brad Hoff ’89 (Director of Engagement, Alumni and Parent Relations), and Kelly Vikla ’82 (Assistant Director of Alumni and Parent Relations).
Athletics Update – Bring Ice Home

Mike Eaves, Head Men’s Hockey Coach, substituted for Ryan Bowles who was attending the birth of his child. Mike shared the Bring Ice Home video with the group and the fly-through videos of the rink and locker rooms. This is a $6M project, $2M of which has been pledged. When $4M is secured, President Anderson will give the go-ahead to start building the rink. Once started, it will be approximately one year to complete. Pledges raised count towards the total goal. The new ice arena is the only capital piece of the campaign and will be used by hockey teams, broomball, figure skating and curling clubs on campus. One sheet of ice will help the St. Olaf community and a second sheet is being explored to generate income. At this point, plans will include the infrastructure for two sheets with immediate plans to build one in the existing Skoglund field house.

Painting with a broad brush, hockey players tend to come from a more affluent backgrounds and having on campus ice would make the college appealing to that demographic and improve the bottom line.

There are currently specific donation opportunities that will help bring ice home which can be found on the St. Olaf website. Examples include naming the stadium, naming the Zamboni and even naming individual arena seats.

Campaign Update

Enoch Blazis, Vice President for Advancement, reviewed “For the Hill and Beyond”, St. Olaf’s $200 million comprehensive campaign. He reported that at the end of October $134.5M or 67 percent of the campaign total has been raised. As with all campaigns, For the Hill and Beyond, began with a leadership or “quiet” phase where the college approached its best investors to build a nucleus fund. This began in FY14. Having built on that momentum, the public phase launched this October.

Enoch shared the following priorities:
He said as of mid-September, the following amounts had been raised toward these priorities:

- $19.25 M Advancing Academic Excellence
- $7.3 M Building Community
- $34.7 M Affordability
- $61.2 M Sustaining the Mission

Lisa Warren asked what strategy Carleton employs to grow their endowment. Enoch said that due to the larger number of full pay students they have more budget flexibility and opportunity to add to the endowment. He noted in their latest campaign, the Carleton Board of Regents will donate at least $100 M and they have a strong culture of philanthropy. Coupling these resources with a Chief Investment Officer and a staff of eight helps them leverage these gifts.

Enoch said the Advancement Division is working to strengthen St. Olaf’s culture of philanthropy including increasing the number of people who give annually to the St. Olaf Fund. Helping alumni establish a habit of giving is important, which means moving them from giving every five or every three years to a yearly commitment. Currently about 25 percent of alumni give annually.

He noted that raising the final 33 percent of the campaign total will be more difficult because the college will be engaging folks who are not as close to the college. A typical time frame for a major gift is 18-24 months. Winning new supporters is critical not only to the campaign’s success but to the long-term health of St. Olaf.
Cheryl Philip asked what would really help build momentum. Enoch shared he thought a major gift that would allow the college to start building the ice sheet would be a big campaign boost.

Curt Nelson asked what St. Olaf needed to do to increase annual giving. Enoch said the Advancement Team is trying to figure that out and experimenting with ideas to first engage alumni and then present different ways to give.

Sam Dotzler asked if other schools conduct a “human capital” portion of a campaign. Enoch brought up the example of Williams College which has a portion of their website dedicated to all the different ways alumni give back to the college.

Lisa asked how St. Olaf defined if an alumnus/alumna was “engaged.” Brad said if someone volunteers, attends an event or gives to the college they are counted as engaged. There is a more elaborate affinity score which adds some nuance to the type, volume and time commitment alumni make towards the school.

**Piper Center Update**

Leslie Moore ’77, Piper Center Director, was joined by Associate Directors Kirsten Cahoon ’98 and Brian Shealer to present an overview of the Piper Center for Vocation and Career. Leslie mentioned that Piper is working on a handful of collaborations. One of the most successful has been with the Athletic Department. Traditionally athletes have been less likely than the general population to use the Piper Center. Leslie met with A.D. Bowles and created a plan to have the fall teams tour the center. Piper also hired several athletes as peer advisors. As a result, they have doubled the amount of fall athletes who used the Piper Center compared to last year.

Leslie noted a number of pilots projects Piper has initiated. Playing off the success of the Connections programs, Piper took smaller groups to Madison, Wisconsin and Rochester, Minnesota. They also plan to take groups to Atlanta, Boston and Los Angeles in the upcoming years.

She said the Ole Suite event offerings are expanding from Law, Biz and Med to include Ole Arts and Ole STEM. The first Ole STEM program this spring will feature a Nobel Laureate Peter Agre, whose father was on the St. Olaf faculty.

Lisa asked how many students the Ole Suites attract. Leslie said several hundred, who all must apply for the program.

Kirsten spoke briefly to the Piper Center’s overall reach noting that 76 percent of students interact with Piper including 81 percent of First Years, 72 percent of Sophomores, 70 percent of Juniors and 81 percent of Seniors. Last year there were 22,753 student contacts with the Piper Center made by 2,381 unique students.

Brian said part of the Piper Center’s challenge is to provide programming that addresses the myriad of student interests. He has been focusing on programs that appeal to students pursuing the arts. Besides flagship programs like the day-long Making it in the Arts or the suite event Ole Arts, Piper has also offered a monthly series of programs focusing on specific skills like auditioning, building a portfolio or handling the business side of being an artist.
Brian also shared Piper’s outreach to international students. There are currently 240 international students from 40 different countries on campus. To help engage these students, Piper took part in the International Student orientation and communicated best practices and networking strategies with them. He said Piper is exploring how to connect students with Oles who live and work abroad.

Leslie discussed the strong outreach to the TRIO, Posse and SSS programs. She noted Piper’s first time involvement in the Summer Bridge program which allowed Piper staff to get to know students on a much deeper level. Piper coaches were paired with students in the hopes they will continue to use the service throughout the year. Piper also worked closely with the Wellness Center and did a joint training so the student staff for each organization had sessions together.

Looking at other career aspects, Piper was able to add two local internships and job shadowing experiences in health care fields. There is a large emphasis here because half of incoming students start at Pre-Med. The first is a bio-ethics internship at the Northfield Hospital and the second is at the Northfield Retirement Center. The vision is to build a program with certified nursing and route students to both retirement communities in Northfield.

Leslie also told the Board about the new program Handshake. Handshake allows students to get a personalized feed for job and internship opportunities and replaces Ole Career Central. It also provides much richer data for Piper to analyze on the back end.

Next she touched on the Piper Center’s renovation which made the entrance less formal and intimidating. Students chose the colors which are electric orange and a vivid blue. There is more gathering space and students say that it is much more inviting. Leslie thanked the Board and all alumni for the support the Piper Center has received. While their operating budget covers salaries and student workers, their programming is paid for from the endowment which gives them a fantastic reach.

Sam asked for a comparison between the old career center and the Piper Center. Kirsten noted in 2005 there were 1.5 staff positions and now there are 10. The President had made it a top priority and now more than 70 percent of students use the Center.

Mark Williamson said he very much enjoyed Ole Law and thought the Ole Suites are a great way to engage alumni. As a hiring manager, he thought current students could do more to follow up after those events. Leslie acknowledged that the Suite events don’t necessarily allow enough time for a deep connection and that personal introductions can be more effective. She said the Suites are also about teaching students how to network.

Jody Miesel asked about Leslie’s vision for the regional chapters’ Piper Liaisons. Leslie said she will be spending more time on that topic in her second year. They are toying with the idea of bringing the Liaisons back to campus and planning an event in conjunction with the Connections program.

Lisa shared that having participated in Ole Biz and Ole’s for the Public Interest, students have been good about following up with her on LinkedIn and that Thrivent has ended up hiring several Ole interns. Leslie said part of Piper’s goal is to break into new companies because once they hire an Ole they want to hire more.
Lisa asked if most internships were paid and Leslie said many are paid and that Piper has resources to help students in unpaid or underfunded internships. Sam asked what underfunded meant and Kirsten said that it referred to positions where the intern’s stipend didn’t cover living expenses. She added that 69 percent of students have at least one internship and that 84 percent report enjoying the experience.

Becky Odland asked how many students went on Connections trips and what the trip cost students. Leslie said for larger trips to Tier 1 cities, Piper typically takes 20 students and each pays only $200. Smaller trips to places like Madison have fewer than ten students who pay $150 or less.

Changes in Marketing and Communications

Katie Warren ’95, Chief Marketing Officer, welcomed the Alumni Board to the new Marketing and Communications (MarComm) offices in the basement of Tomson Hall. She said she had been the president and director of strategy at the Minneapolis-based marketing services agency Gabriel deGroodBendt. Katie suggested that her team would be evolving to align with modern marketing practices, take better advantage of digital opportunities, and continue to use all communications channels at their disposal.

While St. Olaf has a strong brand, Katie said the college must develop a brand message that fully harnesses that strength. MarComm will support revenue driving initiatives, improve internal communications, and take advantage of search marketing.

Pivoting to projects MarComm has been working on, Katie showed the All in for the Hill print and video pieces, as well as the For the Hill and Beyond campaign video. She noted that Christmas Festival will be selling the stream of Sunday’s concert for the first time which required a new website, downloading capabilities and features. Her team also did traditional print ads in the StarTribune, the A Christmas Carol playbook, as well as radio spots for MPR and NPR.

As Katie builds an integrated marketing strategy, she will be focusing on social media where St. Olaf has 21,483 likes on Facebook, 8,104 follows on Twitter, and 5,725 followers on Instagram.

Kim Brody asked if the Christmas Festival download could be purchased separate from the streamed concert and Katie said yes and that a reduced priced would be offered to those who wanted to bundle the two.

Update from the Hill

President David R. Anderson ’74, joined the meeting, noting that the college would celebrate its 142nd Birthday on November 6, Founders Day. While cautioning that college application numbers are easily manipulated he noted St. Olaf had done very well with 6,037 applicants for the class of 2020 which was the second highest in the school’s history. The class has 824 members which helped bring the overall campus population to 3,000 and hits a real sweet spot because the college is set up to teach, feed and house that number (noting that approximately 200 students live off campus). He said that St. Olaf was one of only three Associated Colleges of the Midwest that had strong yield rates, leaving the other 25 to contemplate different strategies for next year.
President Anderson proudly noted that the college meets the demonstrated financial need of every student but that it was becoming more challenging. He said that the Board’s decision to publically launch For the Hill and Beyond was a direct way to address that need and build the endowment. The President listed the current value of the endowment at $450 million and said that it contributes 13% of the college’s operation budget. His goal is to always end the year in the black and last fiscal year St. Olaf had $6 million in net revenue, which feeds the capital program and is invested in the endowment. During the last decade, net revenue has added about $30 million to the endowment.

One area of concern from last year is that the college’s expenses grew faster than revenue. Healthcare in particular jumped. Budget managers will be asked to look at scenarios this year where they increase budgets by 2 percent, hold them level or reduce them by two percent.

President Anderson said the college is always seeking new revenue sources. Bringing the new community solar garden on-line means that St. Olaf will be carbon neutral in regards to its electrical consumption as well as generating at least $100,000 annually. As discussed with Katie, offering the Christmas Festival stream will also generate revenue both through direct sales and by advertising the college to prospective students and their families. Towards that end, the President said a generous gift will allow the college to give a stream to every ELCA church in America.

He mentioned another generous gift which allowed the football field to be converted to artificial turf and provided the fun fact that three million plastic shopping bags were recycled to make the turf’s infill. Safety concerns around inclement weather and costs associated with having to cover the new field made the decision to move graduation to the green in front of Melby Hall an easy one. Large LED screens will be in place and loved ones can also view the ceremony from the air-conditioned comfort of Tomson 280.

Next the President turned to issues on campus. He noted concerns that arose last year relating to the College's Title IX policy. He said that the Working Group which he had appointed offered a number of great suggestions after spending a lot of time speaking with students, alumni, faculty and staff. The College has implemented the recommendations that can be implemented at this time, including the hiring of a Title IX Case manager, a supervisor for the Sexual Assault Resource Network and a Gender and Sexuality Coordinator. He mentioned that the Federal Office for Civil Rights will be visiting St. Olaf for a second time since their investigation commenced last spring. President Anderson welcomes their presence, having invited them to campus during last year’s events, and is eager to hear their comments. He noted that over 180 colleges and universities are currently being investigated.

During the Title IX discussions, some alumni asked about inappropriate behavior by members of the faculty or staff which is alleged to have occurred 30 to 50 years ago. Unfortunately, these matters are complicated to address for various reasons including the fact that the allegations have been brought forward anonymously against former faculty members who are now deceased. President Anderson said one of the College's goals for the coming year is to either resolve these accusations or create a pathway toward resolution.

The President noted that as with all of America, race has been a topic on St. Olaf’s campus and campuses across the nation. To provide some context he encouraged Board Members to visit insidehighered.com. Recently in Mohn Hall someone wrote a racial epitaph on a whiteboard. Several days later, someone wrote an inflammatory statement and placed it inside the Muslim student group’s “Ask a Muslim a
question” box. In both cases the college issued a sharp rebuke of this behavior that was communicated to the St. Olaf community. Individuals with information about the acts are encouraged to come forward. The President applauded the efforts of SGA President Emma Lind who has adopted the strategy of the “It’s on Us” campaign where students hold each other accountable for their behaviors.

Turning to questions, Sam asked how heavily the college needed to rely on the waitlist to fill the class of 2020. President Anderson responded by saying the college did not have to go the waitlist this past year.

Curt said he had heard concerns that the Institute for Freedom and Community was being pushed by an unnamed conservative entity. The President said that three years ago the college was approached by some alumni who were interested in providing the opportunity to improve civil discourse around issues facing America. A faculty committee met and created the programming for the Institute. The words “freedom” and “community” were intentionally chosen because they are often viewed as diametrically opposed. The Institute sponsors different programming including the Public Affairs Conversation, public affairs internships and bringing speakers to campus. The goal is to spur Ole interest in public affairs and attract them to public service.

President Anderson suggested that if anyone is concerned with the programming they both read the Institute’s mission statement as well as review the list of speakers who have been brought to campus. The last two events, Larry Bartels’ lecture “Democracy for Realists and the 2016 Presidential Election” and the discussion “Who’s in Your Wallet?” Hamilton, Jackson, Tubman, and the Presidential Election featuring professors/authors Michael Federici, Michael Lind, and Margaret Washington were both carried by MPR. Looking at the list of past programming will show a deliberate effort to bring opinions from all parts of the political spectrum to campus.

Another milestone program that the Institute is sponsoring is the Sustained Dialogues. The Sustained Dialogue program is a social change process that aims to transform dialogue about social issues such as identity, community, and inclusivity into action. The program was created by American diplomat Harold “Hal” Saunders, who contributed to peace processes in the Middle East. Each year cohorts of students, faculty, and staff are trained in this process. Recently Don Williams ’18, received a National Dialogue Award from the Sustained Dialogue program, in honor of the way that he has used dialogue and action to improve the campus community. This puts him in exclusive company as the other two awardees this year included Supreme Court Justice Ruth Bader Ginsburg and congressional staff member Bre Swims. All three will accept their awards at a November 17 ceremony at the National Press Club in Washington, D.C. and Ginsburg will give the keynote address.

Cheryl Philip asked what St. Olaf was doing for systemic change in regards to race as an institution. President Anderson indicated that he believed the first step is to become a more diverse community. As the student body becomes diverse this drives demand for a more diverse and representative faculty. The college has specific goals in both of these areas. Faculty are also undertaking a review of the college’s general education curriculum to see how it can be used to lift up issues of race and diversity. At a recent faculty meeting the Student Life Committee encouraged all disciplines to allow space and time to discuss issues of race. They also offered resources to faculty who were looking for support in this area.

Becky asked what annual percentage could be drawn from the endowment to help fund operations. President Anderson said that there is always market volatility and so it is tough to draw more than 4.75
percent. He reiterated the goal is to grow the endowment as quickly as possible so the college is willing to take a lower payout now to insure a larger payoff later.

St. Olaf Fund Update

Steph McCluskey, Annual Fund Director, gave an overview of the Annual Fund’s fiscal year goals. She shared the following:

- Dollars to raise $4.86 million (5 percent increase)
- Participation 8,592 alumni donors (5.25 percent increase)
- Progress as of November 4, 2016
- Dollars raised $1,358,057
- Participation 3,154 alumni donors

Steph said the Fund invested in new technology last year and have a new volunteer portal which makes it easier for volunteers to make their solicitations and for Fund staff to monitor progress. At this point there are 300 Class Fund Agents who solicit peer to peer and they represent all but four classes.

In analyzing annual giving, St. Olaf has a 22 to 24 percent participation rate which grows to 30 percent for three year giving and jumps to 40 percent as a five-year average. There is room for improvement in all three categories. The Fund will be relaunching the “leadership circle” giving program which includes gifts annual gifts of $2,500 and more.

Steph reviewed the successful All in for the Hill campaign. The one-day campaign featured:
- Goal 2,000 donors in 24 hours
- Results 2,184 donors and $747,749
- Donors from all 50 states and 75 classes
- 35% increase in a number of advocates
- More than 2,000 thank you notes written by students

Cheryl asked how current Seniors were being engaged. Steph said the Fund is starting before the Senior Gift campaign by involving students in All in for the Hill as well as trying to establish a program similar to the Class Fund Agents. She said communicating with students and alumni that they can designate which program their donation supports has met with a very positive response.

Mario Paez asked what percentage of people during All in for the Hill designated their gift. Steph said she did not have that figure with her but said during the last four years, unrestricted giving to the Annual Fund has remained fairly constant with growth coming to other designated areas.

Wrap-Up

Future meeting dates were announced and include April 6-7, 2017, and November 2-3, 2017.

The meeting was adjourned.