



Board Notes

October 2018

New Trustees

The Board of Trustees welcomed three new members when they met October 22-23. **Jabari Wamble** is Assistant U.S. Attorney for the District of Kansas. He is a member of Saint James United Methodist Church in Kansas City, MO. **Rev. Tish Malloy** is an elder in the UM Oklahoma Conference and currently serves as District Superintendent of the Northern Prairie District. **Rev. Derrek Belase** is a UMC elder currently serving on the Oklahoma Conference staff as Director of Discipleship. A big Saint Paul welcome to our newest members of the Board of Trustees!

Review of the October Board Meeting

Michael Parmely, BOT Chair

With the HLC assurance argument and September HLC site visit temporarily delegated to the rearview mirror, the Board focused its attention on the future during its autumn meeting. Dr. Amy Kardash, President of the In Trust Center for Theological Schools, led the trustees through a self-evaluation survey as the first step in the **Wise Stewards Initiative** for board development. Areas identified for our future work included development of greater institutional understanding and practice of shared governance, committing more time discussing and engaging in difficult theological and societal issues, becoming comfortable with the use of executive sessions in routine board work, working more effectively with the president and his staff, providing more feedback to individual trustees on their performance and maintaining vigilance in fulfilling our mission through financial vitality.

One of the best received portions of the meeting was a presentation by **VP and Academic Dean Jeanne Hoeft** on how we assess student learning and evaluate the effectiveness of our educational programs at Saint Paul. Jeanne has provided a brief tutorial on this subject below.

The board **Strategic Planning and Evaluation Committee**, chaired by Susanne Teel, presented an extensive revision of the Strategic Plan 2017-25 that reduced the plan to eight major goals while retaining the four original strategic directions set forth in the original document. The committee further identified two priority goals to be including in the FY19-20 budget planning cycle:

- Goal 2 - Saint Paul will have a carefully recruited and diverse student body with a focus on recruitment and enrollment to meet our mission.
- Goal 8 - Saint Paul will identify and cultivate collaborations and partnerships with seminaries, colleges, universities, churches and other organizations. We will strengthen our Oklahoma campus and connections with the Conference and stakeholders.

Glenn Grove, Chair of the **Governance Committee** presented a plan for development of a presidential profile that would state the desirable attributes and skills of a president of Saint Paul School of Theology. While he stressed that we are not currently seeking a new president, our lack of preparation for past transitions in leadership of the seminary have taught us that we need to be better prepared in the future. He suggested that we seek broad input into such a document and attend to updates on a regular basis.

The Board received with gratitude the appointment of David Hutchison to chair the **Academic Committee**. We still seek a trustee to step forward and serve as Secretary of the Board.

Susan Lindahl, Chair of the **Resource Committee**, congratulated CFO/COO Matt Mills on a successful audit. Those interested in learning more about the audit findings should attend the Resource Committee meeting on November 29. She noted our preparation of a report to the Association of Theological Schools (ATS) addressing their recent notation on strategic planning and financial equilibrium. This report should be well supported by our 3-year budget projections for endowment draws in the 4% range.

Assessing Educational Effectiveness and Student Learning

Dr. Jeanne Hoeft, VP for Academic Affairs and Dean

Academic programs are the primary vehicles by which Saint Paul fulfills its mission. Each degree program, the Master of Divinity, Master of Arts in Christian Ministry, Master of Arts [Theological Studies] and Doctor of Ministry, and the Certificate of Theological Formation, has a specific purpose and goal within the overall mission. Each program has a set of outcomes that graduates of the program are expected to accomplish.



Assessment asks, "How effectively are we accomplishing our mission, goals and outcomes?"

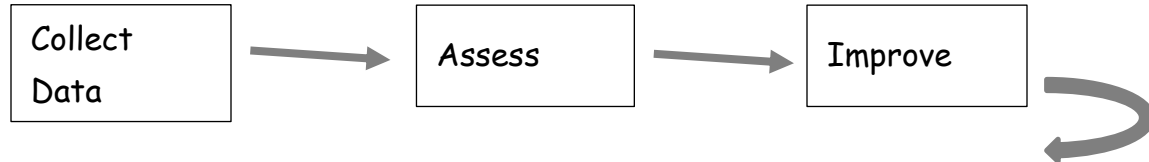
In coursework, individual students are assessed on their individual accomplishment of the course objectives, but in program assessment of student learning students are considered for how well they are accomplishing the expected outcomes of the program.

The faculty has established a set of rubrics for rating how well students are meeting each of the learning outcomes. After a sample of assignments is scored based on these clear criteria, these data are aggregated into an overall picture of how well students are accomplishing the outcomes for the program. Improving student learning in areas identified as deficient can include revising assignments, curriculum, or teaching strategies.

How do we know if and how well students are learning what we expect them to learn?

Assessment made through direct rating of course-embedded assignments is the primary vehicle for assessing learning outcome achievement, but those results are augmented by other methods, such as tracking alumni success and obtaining student feedback.

Assessment of student learning then contributes to evaluating the overall effectiveness of each program through program reviews. Educational effectiveness is evaluated first by how well we are achieving student learning but then expands to include questions about relevance, demand, student satisfaction, and the appropriate use of resources. Recommendations for improvement might mean changes in recruiting, allocation of funds, curriculum, or facilities.



At the October Board meeting I presented a summary of the findings and recommendations from last year's assessment of student learning and program reviews of two degree programs, the MDIV and MACM. I look forward to additional conversations with the Board about Saint Paul's educational effectiveness.

Hold These Dates

- November 15, 2018: In Trust webinar on Assessing Institutional Culture
- December 13, 2018: In Trust webinar on Financial Challenges
- April 4-9, 2019: HLC Annual Conference, Chicago
- May 2-3, 2019: Spring Board Meeting on the Oklahoma campus

Financial KPIs

Key Board Metrics - Financial						
September 2018						
Administrative						
	Actual	Goal	\$ Change	% of Goal	Grade	NOTES
Investment Balance (Liabilities Included)	\$ 33,001,798	\$ 32,922,900	\$ 78,898	100.24%	Green	Investment Committee Reviewing
Endowment Drawdowns	\$ 400,000	\$ 300,000	\$ 100,000	133.33%	Red	Capital Campaign Borrowings
Unrestricted Giving (Seminary Fund)	\$ 50,371	\$ 150,000	\$ (99,629)	33.58%	Yellow	Gift commitments coming - Capital Campaign Focus
Tuition Revenue	\$ 690,604	\$ 719,220	\$ (28,616)	96.02%	Yellow	Behind Projections
Institutional Financial Aid	\$ 252,981	\$ 290,312	\$ (37,331)	87.14%	Green	Strategic allocation with Kim Warren
Discount Rate	36.63%	40.36%	0.12%	90.75%	Green	Great Result
Total Expenses	\$ 857,556	\$ 892,501	\$ (34,945)	96.08%	Green	Within Budget
Other Revenue	\$ 186,671	\$ 230,338	\$ (43,667)	81.04%	Yellow	Timing - Funds coming in Oct
Enrollment - This section is considered one metric						
	Actual	Budget	\$ Change	% Change	Grade	
Total New Enrollments (Fall 2017)	26	26	0	100.00%	Green	
Total Enrollment - Fall 2017	117	116	1	100.86%	Green	
Total New Enrollments (Spring 2018)	7	8	(1)	87.50%	Yellow	New Enrollment Struggled
Total Enrollment - Spring 2018	109	104	5	104.81%	Green	On Target for Spring Semester
Total New Enrollments (Fall 2018)	21	28	(7)	75.00%	Red	Missed Target
Total Enrollment - Fall 2018	93	100	(7)	93.00%	Red	
Total New Enrollments (Spring 2019)		8		0.00%		TBD
Total Enrollment - Spring 2019		94		0.00%		TBD
Total New Enrollments (Fall 2019)		30		0.00%		TBD
Total Enrollment - Fall 2019		105		0.00%		TBD