

**Saint Paul School of Theology
October 2018 Board Meeting Minutes
October 22 – 23, 2018
Room C133 – Kansas Campus**

Monday, October 22, 2018

Pre-meeting workshop with Dr. Amy Kardash, President of the In Trust Center for Theological Schools

This workshop was held in executive session and was focused on review of a previously conducted board self-evaluation survey. It was the first step in the board development program known as the Wise Stewards Initiative sponsored by the In Trust Center.

Joining via computer: <https://zoom.us/j/589628883>; Meeting ID: 589 628 883

Joining via phone: 669.900.6833; Meeting ID: 589 628 883

Board members present:

In person: Michael Parmely, Andy Bryan, Glenn Grove, Susan Lindahl, Tex Sample, Susanne Teel, Jabari Wamble; President Neil Blair

Guest: Dr. Amy Kardash

Board Meeting

Joining via computer: <https://zoom.us/j/680376605>; Meeting ID: 680 376 605

Joining phone: 669.900.6833; Meeting ID: 680 376 605

Board members present:

In person: Michael Parmely, Andy Bryan, Glenn Grove, Susan Lindahl, Tex Sample, Susanne Teel, President Neil Blair

Via technology: Derrek Belase, Tish Malloy

Guests: Jim Brandt, Jeanne Hoeft, Matt Mills, Jennifer Smith, Leanna Walkowiak; Friends of Saint Paul (FOSP): Linda Louderback

Call to Order:

12:45 pm officially called into session by Chair, Michael Parmely, who also gave the opening devotion (“What if Jesus Had a Board of Trustees”) and prayer.

Michael introduced Dr. Amy Kardash, who briefly summarized the pre-meeting workshop regarding the Wise Stewards Initiative: six essentials of Board governance, discussion of the strengths and opportunities of the board, and determination of first priorities that should be addressed by the Board to move forward.

Michael explained that the Monday afternoon session was to be an informal portion of the board meeting without parliamentary procedure unless necessary. All motions to be saved for the Tuesday morning session, except for approval of the August 2018, Board Meeting Minutes. Introduction of board members and guests was followed by a reminder that all meeting documents were provided on the Board of Trustees (BOT) Moodle site prior to the meeting, including the Conflict of Interest Annual Disclosure form to be completed by all BOT members. The Governance Committee is scheduled for a working dinner meeting at 5:45 pm this evening at the Gaslight Grill Restaurant; all trustees were invited to attend the

meeting if they so desire. Introduction of three new trustee members who were unanimously approved for Board membership: Rev. Derrek Belase, Rev. Tish Malloy, and Mr. Jabari Wamble, JD (who attended pre-meeting workshop session).

Future scheduled reminders:

- Spring Board Meeting to be held in Oklahoma City, Oklahoma, on May 2nd and 3rd, 2019, (Thursday and Friday).
- In Trust Center for Theological Schools Webinar Series:
 - November 15, 2018 from 1 pm – 2 pm EST (Thursday): *Assessing Institutional Culture: How traditions, values, behaviors, and attitudes influence your school.*
 - December 13, 2018 at 1 pm EST (Thursday): *What then shall we do? Financial challenges in a time of institutional and educational change.*

Approval of August 2018 BOT meeting minutes:

Motion to approve the minutes was made by Susan Lindahl, seconded by Andy Bryan.

The motion carried.

President's Report:

President Neil Blair presented the President's Report. President Blair high-lighted items in his schedule from August through October: meeting with prospective trustee members, monthly presidential video shoot for eNewsletter, communication between Church of the Resurrection members and SPST to draw the two closer in working together and exchange of ideas; various donor visits, correspondence with potential and current donors, communicating with and writing for the upcoming AUMTS President's Conference, presidential performance review, preparation for Higher Learning Commission (HLC) site visits, interview with potential new staff member, presidential goals, and met with various leaders in conferences (reference document PR1 on Moodle for complete list of activities). President Blair recommended and would like for all BOT members, faculty, and staff to take the StrengthsFinder profile test to better work with one another. He also spoke of transformational donors, who have made a significant contribution that was a turning point for Saint Paul School of Theology (SPST).

President Blair was asked questions regarding the results of the HLC visit. Overall it was thought that SPST provided complete knowledge of what the school had at the time with positive trends of really good work. Trustees asked President Blair about potential/current donors being affected by the changes made at SPST. He commented that "people open the door [to the remodeled space at COR] with a smile on their face," and make comments such as "looks like things are turning around." Overall, very positive comments.

Regarding the administrative office move, staff is relatively pleased, but with so much change in the past few months the "dust needs to settle." Staff appreciates being accessible for students and faculty. One staff member commented that the space overall was good, but there was a lot happening in a short amount of time, the office relocation, HLC visit, and to be ready for students starting the new term, all taking place at the same time. New location in Kansas allows for impromptu meetings with students and faculty. Students have expressed their appreciation for "The Commons" as a place to meet with other students, study, etc. Technology responses have been very positive. President Blair asked what could be done in Oklahoma to improve the student experience.

Michael Parmely shared with the new trustees that their new member on-board orientation day will be the day before the May 2019, Board meeting; in the meantime, they will be assigned mentors and service on specific committees.

Assessment Learning – Dr. Jeanne Hoeft, VP of Academic Affairs/Dean:

Jeanne gave a presentation on Assessment to explain what it is, how data are collected and assessed, and how the data is utilized. Assessment starts with the Mission of the seminary. Each program has goals and a set of learning outcomes. Assessment is about collecting and assessing data to determine what is being learned by students and if there is a need for improvements. Data is collected for a specific timeline and is then assessed; if the material is learned, how well is it learned? Grades are not the best way to determine the level of learning. Student Learning Outcomes: the curriculum is built around the curriculum map. Over the past year a new process was utilized using an artifact (assignment) to determine if the designated outcome was met. Rubrics were utilized as a basis for determining how well the student learned. Areas to consider are the development of trends and the challenge of fewer students in some courses and how this affects the data.

Program Review – Dr. Jeanne Hoeft, VP of Academic Affairs/Dean:

Program Reviews are conducted annually and is a broader look at the relevance, demand for, and if resources are being used wisely regarding enrollment and retention. Institution-wide review asks whether graduates are meeting requirements and are they proficient at a minimal level.

[Board Chair Note: An article on these subjects will appear in the October 2018 edition of *Board Notes* prepared by Dr. Hoeft.]

Strategic Plan – Susanne Teel:

HLC had many citations about the strategic plan. It must hold to the Mission of the seminary. The Strategic Plan needed more specific goals that link to the budget, and to the assessment of student learning outcomes. The committee has recently reduced the plan from ten to eight goals to focus on the future. Goals: SMARTI – **S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime Sensitive, and **I**nspiring. Goals were refined but kept the heart of the message. The Strategic Plan is a working document that will continue to be used to direct and guide the seminary. Goals #2 and #8 will be focused on during the AY2019-20 planning cycle. The Planning Cycle starts the day after approval of these goals. Indicators of effectiveness still need a lot of work, with specifics needed. Matt Mills noted that the budget allocates 4.5% to the strategic priorities and is a separate line item in the President’s account every year. A vote on this revision of the Strategic Plan and the priority Goals #2 and # 8 will take place on Tuesday, 10/23/18. The committee was thanked for their time and efforts working on this new plan.

Staff Question & Answer Session:

Staff members in attendance: Tammi Allensworth, Tiana Gatewood, Jeanne Hoeft, Joey Lynch (Zoom), Matt Mills, Maggie Mueller, Melissa Pearce (Zoom), Angela Sims (Zoom), Jennifer Smith, Leanna Walkowiak

Michael Parmely started the conversation by asking what the Board is doing well or what things might be changed for improvement, particularly in communication.

Staff comments:

- Alumni have commented about the money being spent at the Kansas campus and would like improvements made at the Oklahoma campus.
- Oklahoma students need a gathering space like “The Commons” in Kansas. Oklahoma classrooms are dark, and space is shared with other university classes; no place for students to keep their food, area to talk with faculty, and a space to call their own.
- Oklahoma alumni would like listening sessions such as those held in Kansas.

- Positives to Oklahoma campus versus the Kansas campus
 - It is located on a college campus
 - Creates a community feeling
- Emergency Preparedness inquiry
 - Outside doors accessible to the public at any time; should these be accessible with a pass-key, etc.
 - Blinds in classroom for hallway windows in case of intruder situation
 - Telephone in each classroom in case of emergency
 - Emergency plans
- Understaffed and overwhelmed due to recent staff cuts; how to negotiate boundaries so that staff can manage work assignments
- Link to Goal #8 of the Strategic Plan
 - Diligent/regular reviewing of staff assignments
 - Safety on Campus
 - Physical facilities in Oklahoma
 - Board Chair will discuss these areas with President Blair.

Innovation Task Force – Dr. Angela Sims, VP of Institutional Advancement:

Team has met six times. FLEX – Flexible Learning Experience: messaging consistency, no major changes to programs, student-centered learning experiences. BOT empowered the committee to move forward quickly with affirmation, not approval, required during planning. The committee will meet with Dr. Jeanne Hoeft in the next two weeks. Resource allocation planning with Executive Committee in December 2018, with faculty/staff/Board affirmation in January 2019.

Meeting was adjourned at 5:00 pm.

Tuesday, October 23, 2018

Joining via computer: <https://zoom.us/j/722124765>; Meeting ID: 722 124 765

Joining via phone: 669.900.6833; Meeting ID: 722 124 765

Board Members Present:

In-person: Michael Parmely, Andy Bryan, Glenn Grove, Susan Lindahl, Susanne Teel, Tex Sample, President Neil Blair

Via technology: Derrek Belase, David Hutchison

Guests: Matt Mills, Jeanne Hoeft, Leanna Walkowiak, Angela Sims; FOSP: Linda Louderback, Jack Gregory

Call to Order:

9:00 am officially called into session by Chair, Michael Parmely

Opening devotional provided by David Hutchison (Matthew, chapter 6 “Be not anxious for tomorrow”).

Invitation was given to all attendees to Chapel at 11:07 am this morning with lunch with the students following the service.

Academic Committee – Michael Parmely:

There is no report from this committee. A chair is needed for the Academic Committee. Any trustees who are interested in this position should contact Michael Parmely or Glenn Grove. Chairs of standing committees are automatically members of the Executive Committee.

**Strategic Planning and Evaluation Committee – Susanne Teel:
A motion was made by Susanne on behalf of the committee:**

The Strategic Planning and Evaluation Committee moves to approve the revised Strategic Plan 2017 – 2015 consisting of 8 goals, document 6.3 in Moodle. The committee further recommends that two goals be designated priority goals for AY2019-20 planning cycle.

Goal 2: Saint Paul will have a carefully recruited and diverse student body.

- **Recruitment and enrollment focus to meet our mission**

Goal 8: Saint Paul will identify and cultivate collaborations and partnerships with seminaries, colleges, universities, churches and other organizations.

- **Strengthen our Oklahoma Campus and connections with the Conference and stakeholders**

The motion carried unanimously.

Discussion: Goal #2 needs numbers and more detail; Goal #8 needs more clarity on indicators of effectiveness. We need a statement that explains to the public why we are changing the strategic plan.

Governance Committee – Glenn Grove:

Each trustee must sign the Saint Paul School of Theology Trustee Covenant and return to Leanna Walkowiak.

Committee is in the process of creating a new Presidential Profile to be utilized if the President position becomes vacant. Input from faculty, staff, students, and alumni will be solicited with the profile to be completed prior to the May 2019, Board meeting. The Presidential Succession Plan states that the document is to be updated periodically. Committee will meet in November to continue work on this document. Discussion on how best to contact alumni; it is very important to hear from all alumni.

Glenn moved the adoption of the Presidential goals, documents 9.4 and 9.5 in Moodle (Presidential Goals 2018-19). These goals were established by the committee for President Blair and he also submitted a shorter set of goals, which the committee felt were compatible. Each document has a specific purpose. The goals established by the committee are to be used for presidential evaluation, while the briefer set of goals can be used as talking points for the President when speaking with others about Saint Paul. ***The motion carried unanimously.***

The committee met with President Blair to conduct a yearly review, which is now complete with a copy on file.

The Board unanimously approved the nominations of the three new Trustees, Derrek Belase, Tish Malloy, and Jabari Wamble, by email ballot. Potential additional trustees were identified with specific skill sets.

More diversity is desired in the BOT. President Blair is working to nominate individuals with high-giving capacity. Skills are needed in investment, higher education, governance, and high giving potential. More women and individuals of color are also sought.

According to Dr. Amy Kardash the optimal board size is 15 – 25 individuals. Projected number of Saint Paul trustees could be as few as eleven by July 2019. All trustees are responsible for recruiting trustees. There is typically a 50% return on nominations. The average rotation off the board is three to four

members per year. Discussion was held regarding board size and make-up. This is a working board with one to two days a month dedicated to board activities.

The 360° executive review process for Presidential Blair was tabled, because the committee has been working on the Presidential Profile.

Andy Bryan nominated David Hutchison for Chair of the Academic Committee and Michael Parmely seconded. *The motion carried unanimously.*

The three new trustees will be assigned a mentor and membership on two standing board committees prior to the May 2019 Board meeting. Brief discussion regarding low attendance at the current meeting. BOT documents, such as the Bylaws and Policy Handbook, Board calendar, and pictorial directory are being updated by Leanna Walkowiak. Previous BOT secretary, Lia McIntosh, resigned due to work load of position with Missouri Annual Conference. A new board secretary is needed and would be an officer of the BOT.

Executive Committee – Michael Parmely:

Michael referred those present to document 12.1 in Moodle, which summarizes the most recent actions by the Executive Committee, all actions of which has been considered at the current full board meeting.

Resource Committee – Susan Lindahl:

The recent audit was reviewed. Our Department of Education (DOE) score is expected to decline for one year; DOE score dropped from 3.0 to 2.2, but is still a healthy score, which was due to the recording of the one-time expenses. There is a tax liability associated with an investment; we are looking for ways to minimize tax liability. We are exiting Morgan Creek investments. A fine assessed by the IRS from an error made in 2016 was rectified. Congratulations to the staff/committee for the positive audit outcome that was completed amid the office relocation. The audit report will be presented on November 29th at 3pm for those who would like more information.

Construction update: Strickland Construction expenses were 38% higher than initially planned.

Discussion regarding how to rectify the budget deficit associated with extraordinary expenses (move, faculty and staff buyouts, IT upgrade, lease termination) and whether to borrow from the endowment fund or take out a short-term commercial note. President Blair will speak with donors. Operationally the seminary is in great shape.

The Association of Theological Schools (ATS) report is under review and has been sent to the reading team. It is the best report in nine years.

Key Performance Indicator (KPI) Review is on-target for financials, but there was a negative impact due to the decrease in enrollment. The \$47,000 deficit was taken from the contingency fund. Additionally, it was noted that suspension of the DMin program enrollment this year (reported to the Executive Committee on October 12, 2018) resulted in a negative impact on our total enrollment. For new members, Matt explained the KPI Key Board Metrics: Green – success, hitting goal; red – behind or did not hit target; yellow – caution, watching closely. The KPI report will expand to all aspects of the seminary, will tie closely to the strategic plan, and will be reviewed on a quarterly basis.

APPROVED – May 1, 2019

Friends of Saint Paul comments:

Upcoming events:

- Sacred Encounters, Friday, 10/26/18; 78 paid registrations and 8 guests
- Fresh Expressions – the movement to create Christian communities; fabulous turnout

Closing prayer was given by Andy Bryan.

Meeting was adjourned at 10:52 am.

Respectfully submitted,

Leanna Walkowiak

SPST Director of Operations/Equity Compliance & Title IX Officer