***LC meeting minutes July 23, 2013***

Tuesday, July 23, 2013

**Meeting with President and Leif Anderson**

Paul’s comments:

* Wants to focus on 4 middle points in slide of CAO Input
* Could imagine a CGE that didn’t contribute to the college IF we are essential to the daily life of the college
* How can we bring what CGE stands for more into the central life of the whole college?

4 Centers of Commitment / central to the plan of the college

1. Academic distinction
2. Being at the table
3. Structure

They represent how we tie together the inside and the outside.

We have to put Augsburg at the table with a particular audience

CGE is the longest standing.

We need to figure out what the MARKERS OF PROGRESS are.

We have an opportunity to make CGE central to the academic mission of the college.

Internationalization – range of faculty with international

The 4 centers of commitment need to work together. They need to NOT be siloed.

How do the centers add value? We know they do, but how do we leverage that?

Public witness piece.

Opportunities in Bethlehem – organization based in the U.S. / built a college there. They have faculty identified. Sarah Meyer and others involved..

Where in the world are we not?

-Middle East

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Long term we need to be open to the fact that having buildings and permanent staff is not sustainable as a future model.

What is the portfolio of international programs at Augsburg, and where does CGE fit\_

Is CGE our international program? What if all we did internationally flowed through CGE\_ They have to bear the mark of CGE. How do we stay faithful and relevant?

The core values don’t change.

Paul: I feel deep pain that we were not ready to accept the Nicaragua proposal and left money on the table there and weren’t able to responds to

Jim: benchmarking what we are doing

Paul: “When I travelled the country 5 years ago, it was CGE people talked about more than anything else about Augsburg.”

The pipeline… bringing in more students – how many more will come because of study abroad?

Athletics brought in 90 more students.

We may have to stop doing some things.

It is not the fault of anyone around this table, but you were set up in a certain way.

Changes: New academic leader, new enrollment leader, etc. It takes some new thinking, bringing people to the table.

We need to name this as much more central.

The half a million dollars is ridiculous as a financial expectation from CGE. It was intended to be provocative

Paul committed to signing the Cuba contract and to making sure we can rehire for APA recruiter position.

We own the facilities, we have long term staff, etc.

We do not plan to do away with the permanent sites. Tammy may have suggested things like that, but her job is to provoke.

Regina> We need to identify the sustainability metrics because we are held to different standards.

Benchmarks of interaction are key, as well as a transition.

Paul> We would look to you to see what the benchmarks are.

Mark: If we want to investigate Bethlehem, we need resources to do that.

Paul> We will create a reserve fund that will allow us to invest.

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Things we would stop doing

Leif: own the idea of the college’s international commitment - as a center of commitment

A bold claim – for every Augsburg student. Don’t talk about the CGE contribution margin with Karen.

Paul: After 1 year we will be hiring a new person to replace Orv.

Mark: What are our next steps?

Vision: student-centered, university….. 4 centers…

Part of the vision could be that every Augsburg student studies abroad.

Board meets in October

Paul just received an anonymous gift for peace-making. He will open a competition for $... 12 or 15, or $20,000 / pilot some things internationally.

Leif will be the next person to meet with. Paul is here until noon tomorrow & will sign the contract.

Debrief

* Call to think forward

**Meeting with finance and accounting**

With Staney, Matt Ksepka, John Schmit, Nate Hallanger, Tammy McGee, LC

On a similar page as the president regarding vision for CGE’s future

How to integrate OIP more into fabric of the college and not have it as 3 separate entities into a cohesive group – will probably change how we look financially at CGE

Need to figure out a cohesive strategy for international programs at Augsburg College

Let’s let the past be the past and hit the reset button

But what did we learn from the past and what do we take into the future?

Need to be mindful of the budget parameters we have now. CGE won’t be looked at any differently than other centers. Need to establish other non-financial metrics

Need to collaborate with enrollment vp on recruiter position

Need to tie curriculum better to Augsburg and involve provost

Need to develop a model that’s more flexible. Perception that rootedness in certain sites that doesn’t meet student needs as well. Need to be nimble.

Countries – how do we deal with tensions of demands around countries we’re in and places we’re not in

-show more direct connections between the sites and how it relates to the Minneapolis campus – need to look at risk-reward

* Need to move out of the paradigm of talking about sites to talk about international education as a whole

Travel Seminars – Don’t have an articulation of how TS fit into a core business model – need messaging around them

* Potential UBIT tax issue
* Need to figure out what pieces fit and what pieces don’t fit

May need to walk away from some areas if AA subsidizes some parts of the college

Come up with 6-8 metrics to tell our organizational story to the board. If you were to communicate how you measure your program in quantifiable ways, what would that be? Could be related to financial, student success,

* Inwardly focused to measure customer side
* Only do 1 financial metric
* Look at OIP report for possible metrics –ie, % students to CGE sites
* How is CGE embedded into Augsem

Need to get ideas for each site, investments needed, as well as the story behind them and need to see how this will match up with what the college wants

CGE needs to demonstrate the value it can add to Augsburg

Next steps – meet with Leif, Tammy, Leah, Jim and LC

**Wednesday, July 24, 2013**

**OIP and LC directors**

What did we hear yesterday

* Tammy apologized for any impression that she may have given that CGE is not valuable
* Tammy suggested us meeting with Leif and she would like to join about metrics
* CM won’t be used as much
* Need to figure out how to pay for expansion
* Felt bad that Augsburg couldn’t respond well to WPF last year
* Need to develop markers of progress
* We need to share our good stories more from CGE/OIP. Still lot of misperceptions about CGE
* CGE/OIP is central
* Need to figure out UBIT issue with accounting for travel seminars
* Need to move beyond the past
* Need to keep within approved budget frameworks
* AA and CGE shouldn’t be separate
* Stop citing CGE’s separate finances as a reason to push for certain decisions, such as hiring for certain positions

Pros and cons of their combined OIP proposal

*Pros*

* Expand CGE name in more ways while still maintaining the signature program parts
* Creates more cohesiveness within OIP

*Cons*

* CGE will need to be more flexible and re-examine structure, decision-making, etc.

What are our questions

* How are all staff at all sites integral to Augsburg’s work
* What is John’s role in this interim and what waits for William and Karen
* How quickly will this transition take place
* What do they mean by CGE pedagogy
* How does CGE signature brand continue with the CGE name being used for OIP
* Need more clarity on financial parameters
* How does CGE continue to operate its programs in a business way under the confines of the college
* Does AA go away?
* Could some CGE sites choose different paths and go elsewhere?

To do

* Explain CGE pedagogy in a more usable way for people
* Need to paint a picture about how and where we’re covering the world
* Create learning outcomes for education abroad and assess all programs based on them
* Need to deal with internal dynamics in the Minneapolis office

To address with Tammy and Leif – Leah facilitate

* Language of “study away” – can that be changed
* Hear more from Leif about the vision and the plan
* Talk about different structures and models for international education - Leah
* We’re on the forefront in terms of engaging difference – Ann
* Discuss some metrics we’ve discussed

Meeting with Lori, Amy, Nate with Leah and LC

Gave a recap of meetings with president, Tammy and John

Obstacles for students participating in CGE programs to current sites, as well in general study abroad

* Curriculum doesn’t fit as well as it could
* Perception that it will cost more
* Won’t be able to graduate on time
* Don’t hear about CGE programs in general – don’t have a united front with faculty and other advisors. CGE isn’t integrated into every major checklist
* Students focus on location so want to go to Europe
* Infusing of international/intercultural education more into general curriculum
* Overcoming negative perceptions of CGE by some faculty or staff

Over next 12-18 months will be revisioning WEC, will be looking for ideas of what to include in their online content . Could open opportunities for CGE to provide online content or co-teach

Idea - Create an Engaging the World person who connect faculty to resources around the world for online – ie, CGE, UIC, Bethlehem, Norwegian institutions

Idea - Teach a midnight to 3 am course taking advantage of time changes in Namibia!

Mixed messages about the amount of support grad programs can get for organizing programs abroad from AA. Make it clearer what OIP offers faculty in terms of support

If overall goal is to support CGE sites and expand study abroad– general study abroad , then we need to prioritize places where Augsburg has partners. Who are the new partners and who brings those forward and how is that decided?

Business is interested in going to BRIC countries (Brazil, Russia, India, China)?

Need to do strategic planning with departments

Lots of students are looking for summer research, so tie that into summer programs. Can URGO and McNair count since research can only be done on campus, but does that count for CGE sites?

Are there organizations in sites that could be included In the MBA consulting project – they could meet during a trip then follow up via Skype

MSW also interested in doing field experiences abroad

Launching the MFA program this week

Ann is working with MAE English language program to have language students do practicums in Mexico – win for Mexican students who would pay a fee and for master’s students who get teaching experience

Possible metrics

* Contacts with students
* Students traveling to sites
* Other ways to measure of student success
* Surveys about knowledge about CGE to students and faculty (look at Amy Greeley work)

Suggestions

* Put together a portfolio of services – ie helping faculty to plan programs abroad, offering modules so how many people using them
* Collaborate with Jacqui on how global learning is measured in classrooms
* New faculty orientation – would be great to work with since they are teaching a course the first time so involve CGE to share resources abroad
* Co-teaching courses
* AgileAdvisor – can direct communication flow so can tie into study abroad communication – involve Leah in the planning for that – it’s being implemented in the fall across campus
* Incoming students will be assigned a staff advisor as well as a faculty advisor

Ann should meet with Dan McGuire since heading up hybrid learning training

William Mullen, VP Enrollment

With Jim and LC

William – study abroad was key in Slavik countries as an undergraduate student for a summer semester. Lived in Poland and Eastern Germany for about 5 years after graduation. Wife is German and has a bilingual family. Did doctorate in international education at U of M. Dissertation on internationalizing a campus.

 In 20 years, the high school population will drop again

What’s the institutional capacity – need to look at the contact between getting international students on campus and sending students abroad

For international student recruitment, need to look at where you go, how you go about it and how much you invest in doing it. What’s your investment per student. Cost is an issue for many students from abroad. Augsburg doesn’t yet use alumni to recruit around the world.

Need to reinvest in IP programs, but also can combine with recruiting for degree seeking students. Augsburg lost 2 students since Augsburg couldn’t accept them quickly enough. Also look at opportunities to send IP students to CGE sites.

Athletics piloted taking a larger role in recruitment and had specific goals. How can that be extended to other departments at the campus?

Need to better highlight study abroad options for grad and WEC students to differentiate from local competitors. Example – PA program now has competition from St. Kate’s and Bethel, so differentiator is summer study in Nicaragua

Large potential for Rochester for international students with Mayo and can recruit from community college there

William would love to go to Namibia

Thursday, July 25, 2013

LC only

Catch 22 where we need to invest time in proving value to the college but still have to make current business model work and meet FY14 budget

What does it mean to bring Jim and Leah’s teams into OIP

Do we take the idea of a separation off the table for some period of time, ie 12-18 months? We have criteria from the separation team last week that we can always pull out later if needed . We need to plan but also need to be attentive. If anything unacceptable happens, then we could re-evaluate earlier. We need to know what the parameters are for our decision-making and process

Is there an importance of establishing a Latin American Studies dept? Shows that they don’t fully own CGE sites

Do we need to reexamine our strategy for how we create a base for the semester programs ? IE, doing something like PLU’s Mexico program that creates a partnership with only 3 schools. However, that’s a faculty led model that may not work with what faculty at Augsburg wants to do. Or create a partnership with a school like Beloit or Valpo where we approve some of their programs abroad (ie, China, Senegal) and they send more students on our programs

Questions to Leif/Tammy

* Learn more about the vision and strategic planning work Leif is doing?
* How can we best fit into that process?
* What is the timeline for the planning
* What are the parameters for our decision-making and process?
* What do they want from us?
* How are the others Centers of commitment involved in the planning process?
* In addition to the other 3 Center of Commitment, who are the other stakeholders we should involve in this process?

Deliverable by Sat. afternoon

* Priority tasks without lots of timelines

Draft strategies – revised from draft CAO ones done in May with faculty

Program

Develop a plan for new initiatives in other part of the world (i.e. Asia, Europe, the Middle East) that is based on a clear analysis of return on investment (ROI)

Tangential - Identify how to implement community-based learning and/or deep intercultural learning with all Augsburg international programs

* + Could be done for international students
	+ Determine how CGE pillars could be done with various models of study abroad
	+ Do training for faculty leaders for all programs
	+ How do staff from current flagship sites get involved in expansion to do training/identify partners?
	+ Identify common pedagogies with Sabo Center and CFL to create a common signature pedagogy for the institution

Explore expansion to Bethlehem and Europe. Could we explore to India with Gustavus/Concordia-Moorhead? Regina has heard from both that they are trying to establish a spring semester business program with Vishtar.

Identify any areas of critical mass for Augsburg students studying in other locations to be able to establish our own programs there

Curriculum - Create better alignment and remove barriers between CGE programs and Augsburg general education curriculum to incent participation in CGE programs

Related actions:

- identify a faculty advisory group

- review study abroad policies

Tangential –

* Determine how to ensure that semester programs better meet gen ed requirements at Augsburg and other key partner schools
	+ tie into AgileAdvisor to better communicate to students how CGE programs fit gen eds
	+ Survey partner schools about their gen ed requirements to see how what we offer now fits for them and if any of Augsburg’s additional courses would work for them
	+ Identify other key courses that students could take, ie, 2nd Spanish language course in CA, fine arts class in Namibia
	+ Meet with large departments to see how study abroad can be incorporated into majors

Structure - Identify how to better support CGE and study abroad with all of the college's support services/functions (ie, admissions, marketing and communication, development, alumni)

Tangential strategy - Clarify role and structure of the Office of International Programs within Augsburg College.

Vision

**Current OIP Mission** - To provide outstanding international education programs and services utilizing the best available resources to foster transformative learning experiences and responsible global citizenship, and to enhance vocation in a multicultural world.

We value

* Deep intercultural learning
* Community-based learning

How do we fit into strategies of what Augsburg is putting forth (from their language):

* Through experiential opportunities that integrate community-based programs, faculty-ed research, internships, service learning, study away, and other forms of experiential learning – all linked to our distinctive urban location, our abiding commitments to civic life, and the gifts of our divers community
* Building market position
* Augsburg meets its students where they are, helps them to persist, and challenges them to achieve

Augsburg Promise





Considerations:

Want to hear how CGE is in sync with the college

Need to acknowledge that they’re doing things well in experiential education

Possible changes in structure

* Site directors join some OIP directors meetings for planning
* Leah join APA

**Paul and Akiko with LC**

Key results and findings from intercultural modules I and II

Overall people gave very thoughtful responses, which showed great caring

Some people had problems with the modules not being saved – could ask people to respond via word – recommend that not use the same technology as the first 2 modules since enough problems with it by staff

*Reflection on past cross-cultural experiences* – were well articulated and great stories. Are there ways to use the stories with students and others? Staff could be intercultural role models. Past stories connect to why staff do what they do now (vocation). CGE response – program staff use stories a lot with participants

*Varying ways of experiencing diversity* –

* some people understood diversity by moving into it
* some people had the experience of diversity moving to them
* others grew up in it

*Diversity of communication and conflict styles*

Recommend using the intercultural conflict style – all sites should do it and find common language. Mpls staff and Namibia staff have done it. Many issues are a result of differences in communication and conflict styles. The problem isn’t the problem, it’s how you deal with the problem. Many staff considered themselves direct communicators, but there was a disconnect with how they said they dealt with hot buttons. Cultural context needs to be taken into effect, ie, direct in Mexico may be indirect in US. Conflict is usually defined as win-lose. It’s not a conflict when it’s win-win. It’s also when an emotional upset is involved. Direct communication is valued in the US – “say what you mean and mean what you say.” Best when you take the inventory to respond as if you can act the way you want to the conflict without any negative consequence. That will give a more accurate default style.

Intercultural Conflict Inventory continuums

|  |  |
| --- | --- |
| Indirect | Direct |
| Emotionally restrained | Emotionally expressive |

The most conflict comes from opposite quadrants – emotionally restrained direct with indirect emotionally expressive and indirect emotionally restrained and direct emotionally expressive

It’s important to have guidelines for communication. Need to start with knowing each other’s styles, then create guidelines. Do you want a broad variation that anything goes or do you want to tighten it up? That may mean that some people need to stretch to meet the guidelines. At the beginning of a meeting, you can determine how you’re going to run the meeting, ie, is it OK if we approach the meeting through direct communication and be more emotionally restrained. If you’re an emotionally expressive person in a meeting with restrained people, you can say something like “I was emotional in the meeting, but felt frustrated that no one else seemed to have any feelings. Could you please share with me how you were feeling?” Need to respect all styles and they all have pros and cons. If you use your style to harm someone or hurt someone’s feeling, you can go back later to apologize.

Key contrasts identified through CGE modules:

* info holders vs. non-holders – perception that there are some people who have info and that info is held within a certain group and others don’t have that info
* direct and indirect conflict and problem styles
* Mpls vs. other sites
* experience of oppression of some sort vs. not

most people identified that these contrasts were significant

Effective strategies to address conflict (mentioned at least 2 times)

* having all staff meetings was very important to talk about things and share stories
* workshops and trainings have been helpful
* working with Paul and Akiko has been helpful
* intentionally sharing experiences and asking quieter people to share
* focus on common mission
* nothing is effective – nothing done so far has been helpful
* responding to emails within 2-3 days

Themes with sites

S. Africa – positivity and strong participant evals

C America – entrepreneurship – trying out new things

Appreciative inquiry could be a good technique to focus on positivity. It can be devastating to just focus on problems. Build on what has worked well. Strengths based model. Don’t ignore the problems, but put them aside for now. Use ICS to learn conflict styles, then go to the problem. Could use a short portion of every meeting to discuss something small re: conflict styles

If people feel like they’re not involved in decision-making it’s often because they aren’t heard, it’s not necessarily about the decision. People need to know they are heard

Recommendations

* be more intentional about the use of power – determine how hierarchical and how flat to be

Recommendations for follow up

* Do ICS across sites

Friday, July 26, 2013

**Meeting with Susan, David, Margaret, Jesse and LC**

Need to acknowledge that things haven’t gone perfectly in the past and have resulted in conflict and that all sites are dealing with reduced staff.

General communication –

* let each other know when we’re going to be gone for long periods and not checking email
* For staff who aren’t FT, identify which days they are working
* Sites who have had staff cut back should communicate what that means and what they can no longer do. Some are still trying to figure that out.
* Notes, Antonio is usually works MWF at .6 FTE but may vary that depending on program needs, ie, if he works a trip and does comp time afterwards then he could be out a long time.
* Look at how to all share Gmail calendars. May be tough to do that since some APA programs set their schedule for the next week at the end of the previous week. Inhibits ability to schedule meetings with sponsors and sites, and cross-site teams. Possible solutions – identify a second point person to respond when that person is out, ie, Kathy for Cesar. What happens if that second person is out? If Mpls staff don’t get a response by X date, then they should be empowered to respond. There are some things where Mpls staff can’t respond, though, so how do they move forward if they can’t get the info?
* Do we want to mandate everyone goes to Augsburg Gmail? Some people don’t want to use their Augsburg email since Augsburg can monitor it.
* ITS – could communication between sites and sponsors be direct once the pricing has been done? Sites would need to be clear that if they made program changes that affected pricing, they would have to let Mpls know. If sponsor comes back to Mpls that they never got a response, then let their supervisor know. Mpls staff should be copied on all communication.
* Trip and school visit reports – in most cases, they don’t get them and also don’t get participant evaluations so when ITS staff do fup call, they have no idea what went on. Same thing for school visit reports. Jesse could extend the deadline. She’d rather do that and get info in one report than in various segments. Because of hearing issues, Jesse doesn’t like the idea of someone leaving a report on her voicemail.
* Trip dates – if ITS doesn’t hear from site, can they look at the calendar and be empowered to make decisions
* Email – put urgent and reply by – helps site staff. Skype stalk or phone if not getting email responses. Also helpful to set up auto responder, preferably identifying who else to contact if you are out
* Other factors in communication – Sites - sometimes emails go into SPAM, power/internet outages, sick staff or participants. Mpls – sponsors and study abroad advisors often wouldn’t want to wait 2 weeks for a response. They usually only want to wait 2-3 days. Would find communicating with someone in Mpls more soothing if they’re not getting a response from the site
* CGE has structural issues – with accountability. Challenging in a matrix structure. Past idea was 360 evals to get input across sites and functions. For supervisors, they have to weigh everything in evaluations. Need to have conversations about what to cut for each person and each site so that everyone has a job that’s doable.
* Need to identify areas where staff/teams can autonomously make decisions and where people want to be consulted – trust is an important part of that
* Marketing – could marketing team meet 2x per year around strategic issues rather than trying to meet monthly
* APA program reports – hasn’t been getting many reports from sites. Highlights and challenges. Needs it within a month.
* ITS – could a cross-site team meet 1-2 times per year?
* Customization – how much customization do we need to do for every sponsors? It can be very time consuming to get that info. Could we move more to standardized itineraries, especially with Cuba
* Deadlines – in what cases can we be flexible with deadlines internally?
* Incident report forms – move back to a word version of it. Very important to get a head’s up via emergency phone and/or email so that Mpls staff can respond to schools/parents if they call
* Mexico – Lisanne will be in Cuba for the fall semester

Commitments

* Jesse - Look at forms to see if can streamline and extend deadline
* Ann – use gmail a calendar for notifying out of the office info. Also could email globaled in the short term. Ann will meet deadline for Cuba trip report and will explain to her staff why certain reports are important.
* Romanus – need to communicate more with each other on what we expect from one another and need to appreciate that we’re all very busy. Look at the issue as technical rather than personal if things go wrong to move away from issues of mistrust and misperception
* Margaret – tools from Andrea Pollari were helpful in reframing conversations. Those of us who were in the training need to share that with our sites
* Susan – different sites to let everyone know with cutting back of hours and staffing how people are covering that
* Regina – work with people she supervises to see how they’ll all cut and keep on LC agenda to monitor

LC, OIP directors and Tammy, Leif, Ann.

Leif gave an overview of the college’s planning process. We’re not clear about where we’re going and goals. Determined there were too many planning frameworks. Disconnect between planning framework and the daily work many people had. Reframed work of strategic planning. Owned by the board of regents. Ink is wet and will stay wet. Thoughts on the Center is brand new. Goal is to prepare us for a rich conversation with Karen.

Seeing things whole – good diagnostic tool – programs/purpose, institutional reputation and identity, stewardship (structure, budget accountability, governance)

Vision for 2019 - A new kind of university… a student-centered, urban university that is small to our students and big for the world.

* OUR ACADEMIC DISTINCTION: Augsburg students are active and engaged, intentionally preparing for lives of meaningful work and service. Programs are experiential, interdisciplinary, global and aimed at success for every student.
* OUR REPUTATION & MARKET POSITION: Augsburg is *at the table—*innovating and refining our programs to meet contemporary workforce needs and social challenges. Augsburg graduates are equipped to follow their vocational journeys and to compete in the selective job market of 2019.
* OUR INSTITUTION: We are deliberately organized as a new kind of 21st century university. Augsburg is designed to be nimble, to focus on outcomes and to keep its promises

Notes:

What is our footprint in the higher ed space?

In program realm

Education for service across the disciplines, beyond the classroom and around the world

Augsburg is at the table with our community, shaping education that serves the world (we’re making a case for the kind of education we do and learning what the needs are in the community)

Keeping our promises; Augsburg is accountable and organized around outcomes

Dilemmas with the work

* Mantra vs. matrix – is it more about a broad concept that departments figure out how to implement, or do you do a campus-wide task list. Need to do some of both.
* Cultural change vs. structural change – do you look at the culture that got you the structure you have or do you delve into details such as decision-making. Need sharpness about decision-making and structure.
* Unprecedented university model - how do we inspire the imagination required to invent it?

Centers as part of our strategic framework

* Centers of commitment – mean that it’s Augsburg’s commitment, the commitments go across the institution, to represent and connect outside Augsburg College
* We need the centers in order to be at the table with the world. Affirmed at recent cabinet retreat
	+ Leadership outside Augsburg: to be in the vanguard of experiential, global, vocation-focused education
	+ Leadership inside Augsburg: strengthening effective practice in Augsburg programs

Tammy for sites, looking more at what each site needs, where is the intentionality in terms of each country and what do they mean to each other. CGE needs to do a better job of communicating that

Need to look at outcomes and purposes of why we’re in various areas and why and how

When we have a lack of strategy around various sites, then the financial and risk becomes the conversation. How do we identify how to meet student interests in where they want to go, as well as why we’re in the places we’re in.

What is being proposed is exactly what WPF was proposing last year but Augsburg wasn’t ready to embrace it then. Could they go back to WPF now?

Tammy would like to stop using the terms “financial crisis”. However, a financial crisis isn’t necessarily a bad thing if it causes you to refocus. Recommendations for cuts were made within each division and with the involvement of VPs. However, impact of a financial crisis has been felt by many faculty and staff who had salary cutbacks.

Make the bold claims to explain why we’re in this kind of work

Next step outcomes

Oct. 4 Board of Regents Fall meeting - Draft dashboard – first level of metrics against the commitments. They will be 8 key program metrics related to each area, so 24 total. VPs will be involved in creating them. Keep simple. Here’s how we see each other in the 2019 and how we would measure them. Need to think about them in terms of serving Augsburg students

Debriefing with Jim and Leah

* Need a new mission statement for OIP
* Metric – intercultural competency is the core competency of the 21st century

Strategic Planning – Review of work all staff teams did July 15-19

* Prioritization
* Timeline
* How it meets Augsburg priority
* metrics

Products Team

Online video library – shorter term

* Sarah Combelick-Bidney – assist her with her revolution course in the fall. Pilot with her in fall 2013. Determine best ways to create engagement. Next steps – Sarah will send her syllabus so site staff can suggest visits. CGE needs to figure out the easiest way for technology – ie, hold the camera and do simultaneous translation, then upload to CGE’s private YouTube channel
* Online re-entry programming – medium term – would be great for all Augsburg students. For Augsburg students who go on non-CGE programs, could also be a pre-trip course to put signature stamp on all experiences. This may also be of interest to other schools with a small study abroad office.
* Expansion to Europe – Regina be a point person to find out what Kevin Connors needs from us and what we need from him. Can we pay him a retainer fee or do we pay him per program? What if he gets a job and can’t do it? Does he have a backup. Could we offer a J-term that students could enroll in. We would have to offer credit in spring semester. Would have to work out new processes. In terms of risk management who would he have as a back up. Wouldn’t need another trip leader. Priority – high. Timeline – Regina follow up right away with Kevin. Meet with Leah to determine what an Augsburg program may look like. Could we have a fall 14 semester for Augsburg students?
* Costa Rica – CA should move forward with adding Costa Rica as a custom travel option
* India – any way to tap into spring business program that Gustavus and Concordia-Moorhead are planning? Would that be old CGE or new CGE (old AA)? – Regina – 1st talk to Leah about whether it fits her interests, then follow up with Kathi Tunheim
* Bethlehem – Pres. Pribbenow has $ to send someone to Bethlehem. Need to see what the possibilities are if it’s a CGE model or not. Would it be open to students from other institutions - Regina
* Need to be very clear about CGE signature brand and when something will be promoted to external audiences
* Need to meet with departments to determine which areas of interest
* Need a French speaking country
* Exciting from this week is that could give more of a base of Augsburg students, making expansion more possible

Click and brick – pilot a program in Cuba with online modules done before and after the travel portion

Bold visions – Jim, Leah and LC

Brainstorming of possible metrics to measure success

* Set goal % of study abroad for Augsburg traditional day, WEC and grad students
* Set goal for % of participants on CGE signature programs
* Participation of students that mirrors different categories on campus (gender, race, type of program)
* 10% of day student body be international students and scholars and be balanced geographically
* Assist with deep intercultural learning for all students who study abroad
* What are the learning outcomes for all Augsburg programs?
* Show data that shows study abroad students are higher retention and more timely graduation

RM brainstorming

* Site meet direct operating and program costs (and some contribution to staff time to organize programs?)
* Something from student evals to show success
* Metrics need to look at how we’re becoming integral to the college
* What % of our classes use distance learning techniques to take advantage of CGE sites
* Effectiveness of pedagogy

Going forward

* Need a unifying statement of what connects us
* Fill in details of what our work is under academic, reputation and structure and what Augsburg says for each of those

LC July 27, 2013

What to communicate to staff – in general, share more than less

* IDI – send document with self ratings and identify recommendations they have and give some context on them
	+ Agreement to do intercultural conflict inventory
	+ Important to focus on the positive
* College’s idea of a broad international programs office and what that looks like (sharing Leif’s documents)
	+ Ensure branding issue for external audiences
	+ Be a part of vision and mission and identify metrics
* Strategic plan
* Send full minutes with shorter summary of items (put attachments on intranet) – Regina will send a summary (first send to LC and say that it will go out on X date)
* We’re not pushing a written agreement now or looking to separate from the college and here’s why
* For now the $500,000 is taken off the table and will go away if focus more on mission driven elements – but that we’re stuck in this for FY14

Work Plan

* Get resolution on the future of D-ACT team
* Recommend that we all meet with our teams to help brainstorm on metrics
* Send an email to the Pres. Confirming what we heard and send the PP of what we showed

Justification for CGE Sites

* Incubation on the pedagogy – pilot and experiment methodologies in permanent sites where we have the depth
* Innovating community engagement strategies
* Mine the depth of the sites to contribute to globalizing the broader curriculum at Augsburg College
* As long as sites are meeting their costs, then they are generating value for Augsburg
* Why are current sites strategic with regards to the Augsburg and CGE mission
	+ Each country needs to develop that – send by Aug. 31. Initial thoughts:
		- El Salvador – implementation of new economic policies and Christian communities played a strong role in civil society so fits with Augsburg’s faith tradition – helps students develop a living faith – it’s an experience of a faith community that models elements of the Augsburg promise to work for the betterment of society – church has a history of creating informed citizen, thoughtful stewards, critical thinkers – also a large number of CA immigrants to the US so critical for some of the professional programs to gain skills in
		- Nicaragua – good place to see the impact of the war over the medium term – some people who were involved from military in Nica are involved in Afganistan and Iraq. Look at post-war elements. Issues around employee ownership through WPF, could help provide lots of depth if had a business prof interested in that. Free trade and fair trade are also big issues
		- Namibia and South Africa – nation-building since they are new democracies – overcoming divisions of race and religion – South Africa is a powerhouse for economics in Africa – breaking down barriers and misconceptions about the continent – it’s a diverse continent with lots of cultures and levels of economic development. Also environmental issues are important. Meaningful work through internships. Asked by the ELCA to go there. Impoverished country so looking at equitable use of resources
		- Mexico – integrally tied to US, largest trading partner, sister city, large immigrant population with X% of MN pop, living faith (get notes from Ann)
		- Guatemala – indigenous culture ties with high native population in TC, in a post war period are dealing with multicultural issues as they rebuild their country
		- Cuba - evolving economic model, rich culture, US-Cuba relations, a bit of a cash cow that meets interest

WPF proposal – if the college wants to go in the direction they said, then that’s where the WPF wants to go. They need an institute of higher ed that values the learning that’s being done through their foundation. Other donor groups in Nica don’t have local knowledge, so end up funding elites there that reinforces the elites in Nica. If Paul could sincerely tell Harold and Steve the new vision, then they would possibly reconsider. Leif’s presentation could be valuable to them. They are still looking for funding for a synergy center. Lodging is an integral part of that. If staff continue to get cut back, then they will look for other opportunities. It’s in Leif’s ballpark if the college wants to follow up. College needs to show its commitment to the concept beyond CGE. Mark is not negotiating with other schools. That’s done through Steve Sheppard. Regina needs to follow up with Leif about pursuing the proposal – Karen should be a part of that.

D-ACT –

* Turned IDI work over to LC. They weren’t sure what their purpose was after that.
* Team would be Suyen, Antonio, Frederick and Olee
* Hasn’t met for the past 8 months or so
* Is it a necessary committee at this point?
* Lots of great things were done in the past by D-ACT, but do staff have the time to do it with reduced workloads
* Recommend – ask the team to meet once and determine if they to continue, what their general views are.
* Action: Mark will ask Suyen to convene a meeting for them to discuss. Ann can ask Antonio if Suyen can’t
* Action: Regina follow up with Joanne to schedule 2 dates for ICSI for staff to join in August and Oct.
* Action: after everyone has done the ICSI, have the LC share results with each other and discuss how that impacts our team. Recommend that other cross-site teams also do

**Evaluation**

Didn’t work well

* Didn’t have ground rules or foundation for how to engage – ie, didn’t look at some tools we’ve previously used like dominant culture mindsets
* Difficult to come to meetings without knowing what was going to happen
* Difficult to deal with new material – tone switched – lots of new information that didn’t have time to process
* Because of changing info from the college, we didn’t have clear agendas
* Some meetings we didn’t have a clear facilitator
* Had to shift purpose of meetings and add/shift meetings due to changing info from college
* Even when we have clear agenda, we sometimes shift or add to that in the meeting
* Need to give ourselves breaks given the extreme circumstances in which we’re dealing. People fall back to defaults when under stress
* Didn’t do much team building or check-ins
* short daily evaluations may have helped to reduce some tension build-up

What worked well

* Flexibility and adaptability of the schedule
* Accomplished a lot for a short time – time was used well
* Able to meet with most vice presidents
* Communicated our points well to leadership
* Ice cream social – then on the Augnet front page
* Social gathering with OIP at Regina’s house
* Glad that we chose this time to meet in person
* Appreciate Mark participating and Regina setting up everything