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NAROPA UNIVERSITY OFFICE OF THE PRESIDENT

This special letter from the President will focus on the recent Board of Trustees meetings and share some of the key decisions that flowed from the meetings.

The meetings were held at the Westin Hotel in Westminster, Colorado, because there was limited on-campus space available. These meetings followed a one day optional workshop on Authentic Leadership. During the Board meetings, the Trustees discussed a number of highly important strategic issues. Some of the board decisions had to do with “housekeeping” details surrounding the meetings themselves, such as the approval of minutes from the last meeting, etc. and some had to do with simple processes. The major decisions on which the board spent significant time were as follows:

Approval of Audit

Following review by the Board's Finance & Sustainability Committee, the Board of Trustees accepted and approved the Audited Financial Statements for the fiscal year ended June 30, 2010, as prepared by Capin Crouse LLP.

Tuition Pricing

The administration prepared what it believes to be conservative enrollment assumptions for the 2011-2012 operating budget and sought the counsel of Noel Levitz on pricing and discounting strategies. The University's strategic plan calls for a higher price increase and a lower discount rate than those proposed by the administration. Following review by the Board's Finance & Sustainability Committee, the Board of Trustees approved the enrollment, assumptions, pricing and discount rates for 2011-2012 as proposed. Cheryl Barbour and the Enrollment Management team will soon announce the new tuition and fee amounts.

Prairie Dogs

After extensive discussion on this topic in light of the core values and heritage of Naropa, the Board of Trustees has directed the Administration to explore the feasibility of moving the prairie dog colony at the Nalanda Campus to a more appropriate location. As you may know, a small number of prairie dogs migrated to Nalanda in 2005, multiplying to a current population of between 155 and 200. If the colony were allowed to remain, it could grow to as many as 1,000 prairie dogs by 2013. Because the existing colony hinders the academic and recreational uses of the campus open space and presents safety and hygienic issues, the Trustees decided the prairie dog colony cannot remain and grow on the campus.

Archives

The Board also spent a great deal of time discussing the importance of the University archives and how best to preserve the rich legacy they provide. They acknowledged the incredibly valuable work provided by the Writing & Poetics Audio Archives Ad Hoc Task Force in exploring various options for the archives and also recognizes the profound treasure that the W&P Archives represents as part of Naropa's unique heritage.

There were several different directions that could have been taken with regard to the Archives and how to preserve them. After carefully weighing the pros and cons, the committee expressed a disinclination to entertain sales bids at this time but did charge the administration to do the following within one year:

- The administration is to locate a secure and environmentally stable physical location for the W&P Audio Archives, and continue on an urgent basis to process the most fragile materials.
- The administration should develop a plan, including budget, to stabilize the existing materials; and
- The administration is to create an ad hoc committee to oversee the work of the above expectation.

After further discussion with the Board and the administration, it was determined that the ad hoc committee will be formed within 30 days, and that this new committee will provide monthly reports to the Academic Enhancement Committee. The desire from both Board and Administration is to move quickly to preserve the integrity and legacy of Naropa's heritage as contained in the archives.

Academic Affairs Reorganization

The Board discussed, both in committee and plenary session, the Academic Affairs reorganization and the financial model developed by the Provost. The Board expressed support for the model and increases of Core Faculty salaries over three years.

Furthermore, the Board recognized that the implementation of faculty increases will occur in a way that ensures accountability and implementation of the faculty workload increases and academic staff reductions.

It was recognized by both Board and administration that there needs to be ongoing assessment of faculty salaries in relationship to industry benchmarks, and that we may need to explore additional means to assure that we reach target levels.

The Board also acknowledged that the administration may develop budget plans for increasing compensation for other categories of employees. Any such plans will be considered distinct from increases in salary for the core faculty.

New Board Members

One of the highlights of this last meeting was the election of two new members to the Board.



Carolyn Jacobs, Dean of the School of Social Work at Smith College, Northampton, Massachusetts, was named as a member of the Board of Trustees. She is also the Elizabeth Marting Treuhaft Professor and will contribute a vast array of experience and insight to the work of Naropa University. We are honored to have Ms. Jacobs, a longtime proponent of contemplative education, as a member of our Board of Trustees.

To read more about Carolyn Jacobs, you may access the Naropa University press release located at <http://www.naropa.edu/news/jacobs.cfm>.

Nathan Snyder is the newly elected student trustee, replacing Phil Battos, whose term has expired. Nathan is a passionate individual committed to Naropa student's growth and fulfillment during the academic journey. Currently the emphasis of his study is on requisite organizational design, awakening, and adult development in the Interdisciplinary Studies Program.

Using his experience in startup organizations, he has spent the last two years in leadership roles in both Student Government and as a co-founder of burgeoning student group Integral+Naropa (iN).



General Discussions

Overall, the Board discussed a number of topics including enrollment management, fundraising, and future trusteeship and governance issues, as well as key discussions regarding the Academic Affairs reorganization. They also had dinner with students, and participated in the Emerging Leaders Symposium. Our

Board was also treated to a personalized presentation of *Crazy Wisdom* as well as a discussion with the filmmaker, Johanna Demetrakas.

In conclusion, I want to acknowledge the dedication of our board to travel from all over North America to help keep Naropa on track and in fulfillment of its mission. We left the meetings renewed in our vision to make Naropa University the leader in contemplative education.

Go Naropa!

In the spirit of service,

Stuart C. Lord, President

Share your thoughts: Presidentlord@naropa.edu