

Luther Campus Community Charette

November 19, 2019

Campus Update: April 2022

The following document contains a summary of the “dot” exercise from the charette that was provided to the campus community in December 2019. Charette participants were provided five categories and were asked to generate ideas pertinent to each category. Once the lists of ideas were established, each participant was allowed to vote for two ideas by placing a "dot" next to the idea listing.

The document also contains an update from the Cabinet regarding actions taken in response to the ideas that emerged during the charette, as well as links between the ideas and (1) activities within the 2018-2023 Strategic Plan and (2) President Ward’s four vision themes.

CATEGORY 1: ENROLLMENT

Category Considerations: Recruitment; Retention

IDEA 1: Develop relationships with community colleges in a 100-200 mile radius for articulation agreements.

- Dots: 21
- Vision Themes: Adaptability
- Strategic Plan Activities: Transfer Pathways (4.1.C)
- Update: An articulation agreement with Northeast Iowa Community College (NICC) was created for an AA to BA pathway in Social Work.

IDEA 2: Create an opportunity to graduate in less than 4 years and/or add certificate opportunities that add a 9th semester.

- Dots: 1
- Vision Themes: Adaptability
- Strategic Plan Activities: Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021.
- Update: A new major in Law & Values and a new minor in Counseling were approved by the Board of Regents in February 2022.

IDEA 3: Establish improved partnerships with graduate schools.

- Dots: 4
- Vision Themes: Stewardship
- Strategic Plan Activities: Regional Partnerships (4.3.B)
- Update: The creation of an articulation agreement with the University of Iowa for a 4 + 1 Masters in Public Health is in final stages, with an anticipated approval in Spring 2022.

IDEA 4: Create guaranteed study-away opportunities for all students.

- Dots: 20
- Vision Themes: Grounded and Global; Integration, Coherence, and Focus
- Strategic Plan Activities: Career Exploration (2.2.A)
- Update: Some donor funding has been secured for study away and applied learning. This idea could emerge as a priority for lead funding within Luther's next comprehensive campaign.

IDEA 5: Make summer "magical" (online courses, high school initiatives, etc.).

- Dots: 10
- Vision Themes: Stewardship
- Strategic Plan Activities: Summer Programs (4.2.B)
- Update: Summer programming will return to more normal levels following the suspension of summer programming in 2020 and 2021 due to the global pandemic. An inaugural Nordic Institute will be held in June 2022.

IDEA 6: Collaborate with recruiting more intentionally (what does athletics do well, what music does well).

- Dots: 0
- Vision Themes: Stewardship
- Strategic Plan Activities: Brand Strategy (4.1.A)
- Update: A pricing study conducted by Ruffalo Noel Levitz in 2020 identified a series of four student personas that complement the audience profiles identified by the Additive Agency in 2019. Three of the student personas are connected to athletics and music. Information from the student personas are being incorporated into recruiting materials prepared in alignment with the brand strategy.

CATEGORY 2: EXPENSE REDUCTIONS

Category Considerations: Reorganization of Work; Adjacencies and Efficiencies

IDEA 1: De-commission Olson Hall.

- Dots: 0
- Vision Themes: Stewardship
- Strategic Plan Activities: Program Review (4.3.C)
- Update: Entrepreneurial and/or cost-saving opportunities for existing campus facilities will be explored as part of the campus master planning process.

IDEA 2: Conduct a workload audit with an eye towards job consolidation.

- Dots: 2
- Vision Themes: Stewardship
- Strategic Plan Activities: Program Review (4.3.C)
- Update: A Process Improvement Coordinator position within Human Resources was created in 2021. The coordinator is leading a departmental

prioritization process in Spring 2022.

IDEA 3: Evaluate the Dining Services contract with Sodexo.

- Dots: 2
- Vision Themes: Stewardship
- Strategic Plan Activities: Program Review (4.3.C)
- Update: The contract with Sodexo was recently re-negotiated to provide increased revenue opportunities for the college.

IDEA 4: Enter into a healthcare consortium.

- Dots: 4
- Vision Themes: Stewardship
- Strategic Plan Activities: Regional Partnerships (4.3.B)
- Update: The Iowa Association of Independent Colleges and Universities (IAICU) is working with a broker to explore potential savings from a shared risk corridor. Luther College entered into a partnership with Winneshiek Medical Center for the student health services that will lead to bottom-line savings beginning Spring 2022.

IDEA 5: Better utilize student workers.

- Dots: 0
- Vision Themes: Integration, Coherence, and Focus
- Strategic Plan Activities: Student Work (2.2.B)
- Update: The Luther Works program was launched to invigorate the work study program. The project has led to:
 - A Luther Works Leadership Team that provides oversight of the program
 - A new wage framework
 - Changes to resource allocation
 - New job descriptions with a consistent format and emphasis on career-readiness skills
 - A shared language document
 - Supervisor training sessions
 - A performance and self-assessment tool

IDEA 6: Conduct a comprehensive audit of all equipment, storage, and spaces in campus.

- Dots: 2
- Vision Themes: Stewardship
- Strategic Plan Activities: Program Review (4.3.C)
- Update: While not as detailed as a comprehensive equipment audit, the campus master planning process will explore questions of what spaces are used and needed.

IDEA 7: Asses job redundancy among administrative, faculty, and staff roles.

- Dots: 4
- Vision Themes: Stewardship
- Strategic Plan Activities: Program Review (4.3.C)
- Update: A Process Improvement Coordinator position within Human Resources was created in 2021. The coordinator is leading a departmental prioritization process in Spring 2022. A Provost model was added in 2021, which consolidated two divisions (Academic Affairs and Student Affairs), and moved Student Success from a separate division into the Provost division.

CATEGORY 3: FINANCIAL AID AND COST OF ATTENDANCE

Category Considerations: Pricing Study; Gap Scholarships; Merit Scholarships

IDEA 1: Conduct a tuition/price reset and pricing study.

- Dots: 8
- Vision Themes: Stewardship
- Strategic Plan Activities: Pricing Study (4.1.D)
- Update: A pricing study conducted by Ruffalo Noel Levitz in 2020 considered a tuition reset as part of its financial modeling. A tuition reset was not recommended, as the financial models predicted that it would exacerbate the institutional deficit.

IDEA 2: Hold tuition steady for 4-years.

- Dots: 4
- Vision Themes: Stewardship
- Strategic Plan Activities: Pricing Study (4.1.D)
- Update: A pricing study conducted by Ruffalo Noel Levitz in 2020 considered the impact of tuition increases upon enrollment and revenue for the college. The study recommended annual tuition increases of 1-2% per year as part of its financial modeling.

IDEA 3: Match students with business or individual donors.

- Dots: 1
- Vision Themes: Adaptability, Stewardship
- Strategic Plan Activities: Prior connection to Gap Scholarships (4.2.2), which was removed from the Strategic Plan in November 2021.
- Update: Securing support for student scholarships is a routine priority for development, with new scholarships added each year.

IDEA 4: Increase work study wages (Berea model).

- Dots: 0
- Vision Themes: Grounded and Global; Integration, Coherence, and Focus
- Strategic Plan Activities: Student Work (2.2.A)
- Update: A new wage framework for student work was launched in Summer

2020. Wages for select areas (e.g., Dining Services and Custodial) were increased in Spring 2022 in response to vacancies.

IDEA 5: Work to facilitate graduation in less than 4 years.

- Dots: 0
- Vision Themes: Stewardship
- Strategic Plan Activities: Program Review (4.3.C)
- Update: N/A

CATEGORY 4: NEW AUDIENCES

Category Considerations: Transfer Pathways; New Majors, Minors, Degrees, and Certificates; Veterans; Non-Traditional Students; Rochester and Other Hubs

IDEA 1: Create professional development programs in fields such as education and nursing.

- Dots: 0
- Vision Themes: Adaptability
- Strategic Plan Activities: Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021.
- Update: N/A

IDEA 2: Create an experiential learning hub in Decorah that will revitalize/reinvent Luther's legacy and that is focused upon Decorah alumni.

- Dots: 6
- Vision Themes: Grounded and Global
- Strategic Plan Activities: Experiential Learning Hubs (1.3.A)
- Update: N/A

IDEA 3: Create pathways from community colleges for specific majors.

- Dots: 1
- Vision Themes: Adaptability
- Strategic Plan Activities: Transfer Pathways (4.1.C)
- Update: An articulation agreement with Northeast Iowa Community College (NICC) was created for an AA to BA pathway in Social Work.

IDEA 4: Aggressively pursue transfer student recruitment.

- Dots: 0
- Vision Themes: Adaptability
- Strategic Plan Activities: Transfer Pathways (4.1.C)
- Update: The Provost's Office is working with the Iowa Association of Independent Colleges and Universities (IAICU) on a grant proposal to the Teagle Foundation focused upon developing transfer pathways between Iowa community colleges and Iowa private colleges.

IDEA 5: Create low-residency certificate programs in the summer focused upon nursing and sustainability.

- Dots: 0
- Vision Themes: Stewardship, Adaptability
- Strategic Plan Activities: Summer Programs (4.2.B). Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021.
- Update: N/A

IDEA 6: Create a more detailed map for transfer students from community colleges or other institutions.

- Dots: 2
- Vision Themes: Adaptability
- Strategic Plan Activities: Transfer Pathways (4.1.C)
- Update: The Provost's Office is working with the Iowa Association of Independent Colleges and Universities (IAICU) on a grant proposal to the Teagle Foundation focused upon developing transfer pathways between Iowa community colleges and Iowa private colleges.

IDEA 7: Create a 12-18 month accelerated program in nursing.

- Dots: 5
- Vision Themes: Adaptability
- Strategic Plan Activities: Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021.
- Update: N/A

IDEA 8: Offer master's degrees and/or certificates.

- Dots: 2
- Vision Themes: Adaptability
- Strategic Plan Activities: Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021.
- Update: N/A

IDEA 9: Create an experiential learning hub in Iowa City.

- Dots: 0
- Vision Themes: Grounded and Global
- Strategic Plan Activities: Experiential Learning Hubs (1.3.A)
- Update: N/A

CATEGORY 5: NEW/REVISED AUXILIARY REVENUE STREAMS

Category Considerations: Summer Programs; Camps; Using Spaces Differently

IDEA 1: Open a daycare facility.

- Dots: 26
- Vision Themes: Adaptability, Stewardship
- Strategic Plan Activities: Business Model (4.2.A), Regional Partnerships (4.3.B)
- Update: A feasibility study was conducted, which illustrated that the costs for Luther College to operate a daycare facility would be prohibitive. Project leaders from the Sunflower project will make a presentation to faculty and staff in April 2022 with support from the leadership team.

IDEA 2: Develop multi-generational housing on campus.

- Dots: 15
- Vision Themes: Adaptability
- Strategic Plan Activities: Business Model (4.2.A)
- Update: Entrepreneurial opportunities for existing campus facilities will be explored as part of the campus master planning process.

IDEA 3: Offer summer music festivals.

- Dots: 8
- Vision Themes: Stewardship
- Strategic Plan Activities: Summer Programs (4.2.B)
- Update: Summer music festivals are part of the event center project associated with Ashmore-Jewell Barn which was explored in 2020-21. The project will be further explored as part of the campus master planning process.

IDEA 4: Expand the offerings of revenue-generating events (e.g., weddings), potentially through the construction of an event center.

- Dots: 3
- Vision Themes: Adaptability, Stewardship
- Strategic Plan Activities: Business Model (4.2.A), Summer Programs (4.2.B)
- Update: An event center project associated with Ashmore-Jewell Barn was explored in 2020-21. The project will be further explored as part of the campus master planning process. A new wedding policy was implemented in September 2020 that permits weddings on campus.

IDEA 5: Open a Norse Credit Union.

- Dots: 2
- Vision Themes: Adaptability
- Strategic Plan Activities: Business Model (4.2.A)
- Update: N/A

IDEA 6: Maximize summer housing.

- Dots: 0
- Vision Themes: Stewardship, Adaptability
- Strategic Plan Activities: Summer Programs (4.2.B), Business Model (4.2.A)
- Update: Athletics is working with the Student Engagement Office to explore increasing access to summer housing on campus for more students, including those that are not employed on campus during the summer.

IDEA 7: Expand the use of Marty's as a social scene.

- Dots: 0
- Vision Themes: Stewardship
- Strategic Plan Activities: Four-year Retention Model (4.1.B)
- Update: Marty's is conducting a pilot of selling beer and wine to students 21+ years of age on April 8, 2022. If the pilot goes well, the intent is to work towards regular, pub-like programming in Marty's on weekend evenings.

IDEA 8: Create advanced degrees and/or continuing education programs in fields such as education, music, and nursing.

- Dots: 16
- Vision Themes: Adaptability
- Strategic Plan Activities: N/A. Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021.
- Update: N/A

IDEA 9: Develop more camp opportunities (Pre-College Academic; Gaming and Coding; Brewing; Athletics and Music).

- Dots: 17
- Vision Themes: Stewardship
- Strategic Plan Activities: Summer Programs (4.2.B)
- Update: Summer programming will return to more normal levels following the suspension of summer programming in 2020 and 2021 due to the global pandemic. An inaugural Nordic Institute will be held in June 2022.

LATE ADDITIONS

IDEA 1: Renovate the Red Barn into a revenue-generating facility.

- Dots: 4
- Vision Themes: Adaptability
- Strategic Plan Activities: Business Model (4.2.A)
- Update: An event center project associated with Ashmore-Jewell Barn was explored in 2020-21. The project will be further explored as part of the campus master planning process.

IDEA 2: Create a certificate program in child care.

- Dots: 0
- Vision Themes: Adaptability
- Strategic Plan Activities: N/A. Prior to connection Degrees and Certificates (4.3.2), which was removed from the Strategic Plan in November 2021
- Update: N/A

IDEA 3: Open a daycare facility.

- Dots: 1
- Vision Themes: Adaptability, Stewardship
- Strategic Plan Activities: Business Model (4.2.A), Regional Partnerships (4.3.B)
- Update: A feasibility study was conducted, which illustrated that the costs for Luther College to operate a daycare facility would be prohibitive. Project leaders from the Sunflower project will make a presentation to faculty and staff in April 2022 with support from the leadership team.

IDEA 4: Generate additional funding through use of some college as a landfill with gas recapture.

- Dots: 5
- Vision Themes: Adaptability, Stewardship
- Strategic Plan Activities: Business Model (4.2.A), Regional Partnerships (4.3.B)
- Update: The use of college lands for a landfill project has not been considered to date. The Center for Sustainable Communities commissioned a landfill gas study in collaboration with the Winneshiek County Landfill. Investment by the college in the project may be a means for the college to achieve its climate action goals.

IDEA 5: Raise academic standards.

- Dots: 0
- Vision Themes: Adaptability, Stewardship
- Strategic Plan Activities: Brand Strategy (4.1.A)
- Update: The Admissions and Financial Aid board within the faculty governance system has not to date recommended changing the admissions standards.