



Transformed by the Journey

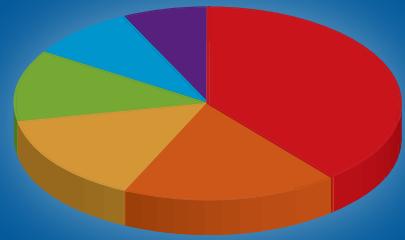
A Sesquicentennial Strategic Plan for Luther College

Luther College's sesquicentennial strategic plan, *Transformed by the Journey*, was launched in 2008 and concluded in December 2012. Significant progress was made fulfilling the planning goals and the accompanying \$50-million fundraising initiative, The Sesquicentennial Fund, which garnered an impressive \$57 million in gifts, pledges, and planned gifts. This success occurred in spite of the national economic downturn that occurred shortly after the funding initiative was launched.

The strategic plan's two dozen planning recommendations focused on a broad range of college operations and programs. It has been gratifying to see what has been accomplished in four years, particularly in the area of environmental sustainability. Significant accomplishments at Luther were recognized in 2010, when the college was one of eight schools in the nation to earn an A grade on the College Sustainability Report Card, and in 2012 when the college received Second Nature's Climate Leadership Award.

Transformed by the Journey was the second comprehensive strategic plan completed in President Richard Torgerson's tenure. The college moves forward from a position of strength, thanks to the collective efforts of Luther staff, faculty, alumni, parents and friends who are remarkable in their dedication to this college. Their commitment to students helps ensure a bold and bright future for this community of faith and learning.

THE SESQUICENTENNIAL FUND
All Giving by Gift Designation
\$57,155,724



■ Endowed Student Scholarships	39%	\$ 22,234,983
■ Designated Current	18%	\$ 10,579,090
■ Annual Fund	15%	\$ 8,296,235
■ Campus Building Projects	12%	\$ 6,881,376
■ Academic Endowment	9%	\$ 5,020,111
■ Facilities, Technology, and Other Endowment	7%	\$ 4,143,929



Fiscal Health

- Task Group 150, a yearlong study of Luther's cost/pricing model, resulted in 44 recommendations establishing program benchmarks, cost reductions totaling more than \$3 million, and ideas for program investment.
- A College Resource Council was formed, providing greater transparency and understanding on campus of Luther's financial reality.
- A reconfigured advising program, a ROAD (Registration, Orientation, and Advising Days) program for new students, and Care Network and PowerAlert programs raised first- to second-year persistence to 88%.

Academic Programs

- A \$1.5 million grant for science education from the Howard Hughes Medical Institute.
- Invitation to join the Associated Colleges of the Midwest.
- A new Italy-based semester program, Earth and Environment, in collaboration with Carleton College and Lawrence University.
- Addition of Mandarin Chinese courses.
- Creation of Torgerson Center for Nordic Studies with an endowed faculty position in Norwegian language and modern Nordic studies.
- Increased numbers of students participating in job shadowing, internships, or research projects on or off campus (67% of 2011 graduates).
- A \$169,000 grant from the Roy J. Carver Charitable Trust for a spectrometer.
- Two Teagle Foundation Value-Added Assessment Grants, and a critical thinking initiative with the Wabash Center for Inquiry, providing valuable data on writing, critical thinking, and student engagement.
- The addition of two new majors—International Studies and Intermedia Arts—and a new track, Classical Studies.
- Since 2009, Luther student honors and awards have included a Rhodes scholarship, three McElroy fellowships, 13 Fulbright awards, seven NCAA postgraduate scholarships, a Udall scholarship, and a Goldwater scholarship.

Marketing and Enrollment

- Centralized leadership for communications and marketing.
- Expanded visibility through major web enhancements, a social media strategy, the use of videos, and event streaming.
- National PBS broadcasts of Christmas at Luther in 2008 and 2012.
- Steady increase in enrollment of U.S. students of color (7.8%) and international students (5.3%).
- I-35 Corridor initiative aimed at attracting more students from high-population centers in Iowa.
- An alumni referral initiative, a recruiter in Chicago, "Shadow Days" and other new campus visit programs.
- Development of partnership agreements with five community colleges to help boost transfer enrollments.





Environmental Sustainability

ENERGY/ CARBON FOOTPRINT REDUCTION

- Endorsement of campus carbon footprint reduction goals by the Board of Regents: 50% by 2015, 70% by 2020, and carbon neutrality by 2030.
- A 33% reduction of Luther's carbon footprint in the past eight years. Energy-related emissions have declined 36.7% through major investments in energy efficiency, a switch to natural gas as the sole heating fuel, the installation of a 1.6 megawatt wind turbine, and small annual purchases of carbon offsets from a local community wind project.
- The leasing of a utility-scale, 280 kilowatt (kW) solar photovoltaic array that is powering Baker Village. Another 20 kW array will be installed near Baker Commons in 2013.
- A "sustainability house" for students which is powered by a donor-funded 4 kW solar array.
- Reduction of college fleet emissions through hybrid cars, electric maintenance vehicles, and a truck powered by compressed natural gas.
- Reduction of student vehicle emissions through a bike share program, a shuttle service in town and to major airports during breaks, and a U-Car share program.
- Conversion of cafeteria waste vegetable oil into biodiesel, which is used to power lawn and garden vehicles.

SUSTAINABLE PRACTICES

- Adoption of a trayless cafeteria, significantly reducing food waste.
- Reduction of landfill waste due to a robust recycling program.
- Decreased water consumption (24% in the past four years).
- A compost collection system is in place, diverting compost from the landfill and improving the soil in Luther gardens.
- The goal of having local and identifiable-source foods make up 35% of total food purchases will be met in 2013, thanks to Sodexo's partnership.
- Adoption of policy to purchase FSC-certified (Forest Stewardship Council), 50% post-consumer content paper.
- Adoption of Energy Star Policy, Green Building Policy, and Green Cleaning Policy.
- Installation of dashboard that provides real-time electricity, water, and heat use data for many buildings.

Facilities and Grounds

- Renovation of Valders Hall of Science and Miller and Dieseth residence halls.
- Resurfacing of the outdoor track.
- Cafeteria remodeling.
- Construction of an aquatic center, a \$6.39 million project, to be completed by summer 2013.
- Addition of Bentdahl Commons and Farwell Clearing, both in keeping with landscape designer Jens Jensen's 1911 vision for Luther.
- Creation of a comprehensive land stewardship plan, appointment of a Land Use Committee, and the hiring of an instructor who manages Luther's natural land areas.
- Installation of new outdoor campus signage.
- Creation of new roads in the central part of campus.





LUTHER COLLEGE

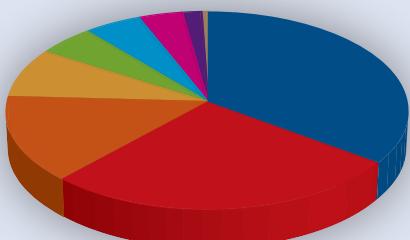
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THE SESQUICENTENNIAL FUND

All Giving by Donor Source
\$57,155,724



■	35%	Alumni	\$ 19,907,303
■	27%	Regents	\$ 15,575,924
■	14%	Friends	\$ 7,907,530
■	8%	Corporations	\$ 4,345,559
■	5%	Parents	\$ 2,845,681
■	5%	Faculty/Staff	\$ 2,632,788
■	4%	Foundations	\$ 2,429,727
■	2%	Other	\$ 1,327,384
■	>1%	Churches	\$ 138,828

PROGRAMMING

- A Center for Sustainable Communities focuses on energy, food and health, education, and land management. \$3.4 million of a \$5 million goal has been raised to support personnel and programs.
- A deferred gift has been secured to endow a chair in environmental studies.
- A dozen sustainability summer internships are offered, including two “greening church” internships.

GRANTS SECURED FOR SUSTAINABILITY INITIATIVES

- \$978,200—U.S. Treasury Department awarded to Luther College Wind Energy Project, LLC.
- Two-year post-doctoral fellowship in the area of English and Environmental Studies by the ACM-Mellon Foundation.
- \$225,000—Iowa Office of Energy Independence funded efficiency and energy conservation projects on campus.
- \$85,979—Iowa Department of Natural Resources funded the installation of a permeable parking lot to reduce storm water run-off.
- \$750,000—U.S. Department of Energy, Wind and Hydro Program funded energy-related improvements in the renovation of Miller and Dieseth and a 20 kW solar photovoltaic demonstration system at Baker Commons.
- \$500,000 grant and \$1,302,000 guaranteed loan—U.S. Department of Agriculture Rural Energy for America Program awarded to Luther College Wind Energy Project, LLC.
- \$445,000—Margaret A. Cargill Foundation funded student sustainability internships and the Center for Sustainable Communities.
- \$45,000—Rocky Mountain Institute supported a campus greenhouse gas reduction initiative focused on energy conservation.