

# Developing the Lake Forest College Strategic Framework

Enrollment Town Hall Meeting

Fall 2022



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# Agenda

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- Review the planning group process
- Goals of today's session
- Developing a strategic framework
- Review leadership recommendations
- Discussion questions



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**5 planning groups  
(2021-22)**

**Reports and  
recommendations**

**Intended to lay a  
foundation**

**Reviewed by BOT**

**Shared with  
campus**

**Academic**

**Strategic  
Partnerships**

**Enrollment**

**Residential**

**Diversity,  
Equity &  
Inclusion**



# Goals

- Position Lake Forest College for success as a leading, liberal arts institution with a pragmatic, modern approach to education
- Clear road map for the College
- Clear guidance document for setting annual strategic priorities which guide decision-making, activities, investment and planning
  - What do we say "yes" to and what do we say "no" to
- Clear identity and brand
  - Who we are and who we are not
- High degree of alignment by connection to 3 unifying themes
  - Mitigates the effect of pulling levers in the opposite direction
- "Something in it for everyone"
  - Can I see myself and my role at the College reflected in the plan?
  - We can't be all things to all people

# Why framework and not a plan?

- ❑ Iterative, dynamic, ongoing process
- ❑ Assessed annually with specific goals and performance indicators
- ❑ Resource needs and capacity are fluid
- ❑ Support for the framework
  - Facilities condition assessment
  - Fundraising campaign
- ❑ External forces at play
  - Higher education landscape and trends
  - Population, migration and demographics
  - Financial outlook



# Unifying themes

## Building

### **Building an inclusive, thriving community**

Our commitment to inclusive excellence through diversity remains a priority and one in which we will work hard to do better and to be better. Inclusivity—providing equitable access to opportunities and resources for all members of the community—is foremost in our minds and necessary for strengthening our Forester Family.

## Stewarding and promoting

### **Stewarding and promoting the unique Lake Forest College brand**

We offer a rare combination of a rigorous, yet innovative, flexible curriculum paired with an intentional, early, and consistent focus on career preparation so that our students can balance their academic experiences at the College with their aspirations of what they want to be. This is what sets Lake Forest College apart.

## Investing

### **Investing in and securing our future as a leading residential liberal arts campus**

Our beautiful campus serves as an intellectual hub and a cultural beacon for the city of Lake Forest and surrounding communities. This lies at the heart of collectively imagining what our campus will look like in the future and how we will get there together. Whatever paths we choose to secure our future, we have put a stake in the ground to retain our prominence as a leader among liberal arts colleges across the country.



Recommendations from the  
Enrollment  
Planning Group



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# Enrollment Planning Group:

Cassandra Batz-Barbarich: Assistant Professor of Business

Jim Catanzaro: Associate Director of Athletics

Jason Cody: Professor of Chemistry

Mike Cohen: Assistant Vice President of Enrollment

Chris Ellertson: Vice President of Enrollment

Erin Hoffman: former Associate Dean of Students

Marisue Lacher: Trustee

Martino Moore: Trustee

Lori Sundberg: Vice President for Finance and Planning

Steve Strelsin: Trustee, Chair of Enrollment Committee

Enrique Trevino: Associate Professor of Mathematics

Ben Zeller: Professor of Religion



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# Guiding Questions

- What should be our enrollment priorities?
- What strategic initiatives will help advance these priorities?
- What are the potential impacts and costs associated with these initiatives?
- Post-report: what value are these discussions now that we've met capacity?



# Priority Recommendations

## Short-term options

- Leverage a few key cohorts for headcount or ANTR
  - e.g., nursing, UWC
- Pursue selected new cohorts that offer either low cost or high impact
  - e.g., performance groups (STUNT)

## Intermediate options

- Seek sharper, more differentiated, and exciting marketing/branding ideas
  - e.g., branding internships, redesigning FIYS

## Longer-term options

- Explore the appropriateness, costs, potential upside, and unintended consequences of attracting a non-traditional population
  - e.g., DEI certificate, corporations funding employees' education



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# Discussion Questions:

- What aspects of the planning approach or recommendations would you like clarified? What has not been considered in this report?
- How can we continue to build value/brand and differentiate the college in a fiercely competitive marketplace?
- What kind of place do we want to be? Who do we want to serve?
- How can we strengthen selected cohorts or create new pipelines of students?
- Are there ways we can expand capacity or our footprint beyond campus? Is this desirable?
- How does all this align with the three themes of the next strategic framework?





Questions,  
Feedback,  
or Insights

# Deciding on annual strategic priorities:

- ❑ Begins in late winter, finalized in spring
  - Implement for the following academic year
  
- ❑ Facilities condition assessment will play a major role
  - State of academic buildings
  
- ❑ The work of these committees should be used to facilitate the setting of annual priorities



# How might things be different?

- Different way of thinking about the College as a whole
- Promote better alignment and allocation of resources that reflect the values and mission of the College
- We should be prepared for change by using a more active and strategic approach
- We are more prepared for adverse conditions and have the resilience to respond effectively



# UPCOMING TOWN HALLS

- Thursday, November 17 at 12:00 p.m. – 1:30 p.m. in Lillard 200: Residential Planning
- Thursday, November 17 at 4:00 p.m. – 6:00 p.m. in the Tarble Room: Diversity, Equity, and Inclusion

