

# Developing the Lake Forest College Strategic Framework

Residential Planning  
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**



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# 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 and migration
  - 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  
Residential Planning  
Group



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# Residential Planning Group

- Andrea Conner, Vice President of Student Affairs and Dean of Students
- Lori Sundberg, Vice President for Finance and Planning; Treasurer
- Jordan Ahlersmeyer-Huang, former Interim Director of Residence Life
- Linda Horwitz, Professor of Communication
- Sean Menke, Professor of Biology
- Joe Kinsella, Head Softball Coach
- Kristen Nolan, Director of Conferences and Facility Rental
- Dave Siebert, Director of Facilities Management
- Dawn Abt-Perkins, Associate Dean of the Faculty for Student Success





## **MASTER PLAN**

1. What is the state of deferred maintenance in our existing residence halls?
2. Should we add new residence halls or tear down existing halls?
3. Do the existing buildings meet the needs of current students and provide the type of accommodation that competitors provide?
4. How should we address parking problems?

## **BUILDING COMMUNITY**

1. How can staffing in Residence Life be maximized to improve community?
2. What will it take to build community in our residential program?
3. What kind of spaces create community?

## **FINANCIAL CONSIDERATIONS**

1. Does the residential program make money?
2. How can the College afford to update the residence halls?
3. Can students afford our room and board?
4. How does differential pricing impact equity on campus?
5. What is the financial role of summer programs that utilize the residence halls?

# Guiding Questions



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# Priority Recommendations

- Conduct a facility assessment to outline the needed renovations to the residence halls (and campus at large)
- Address parking shortage
- Building culture and community especially post-pandemic
- Measurable learning outcomes
- Review and solidify a financial plan for housing and food that balances student financial need with the realistic need for College revenue



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# Discussion Questions

- Do you think our students find community in our residence halls? Why or why not?
- What are some steps we could take to improve life in the residence halls?
- How do you think we should prioritize the physical improvements in the residence halls?
- These are the main recommendations, but there are many other facets to the report.
  - Are there any aspects of the report you would like clarified?
- How should we balance the financial needs of our students with the need to cover costs and create revenue?
- What do you see as the highest related priority/need? A lower priority but important need?
- What is missing or hasn't been considered?





Questions,  
Feedback,  
or Insights

# Deciding on annual strategic priorities

- Annual process will begin in late winter and finalized in spring to implement for the following academic year
- Facilities condition assessment will play a major role in this process
- Need to consider which structure will best facilitate this process? Student involvement?
- Different way of thinking about the College as a whole
- Represents significant change for some
- Will it promote better alignment and allocation of resources?



# 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 4:00 p.m. – 6:00 p.m. in the Tarble Room: Diversity, Equity, and Inclusion**

