



PRESIDENTIAL PROSPECTUS

Search for the 11th President

The Presidential Search Committee of Luther College (Decorah, Iowa) invites applications, expressions of interest, and nominations of candidates in its search for the college's 11th president. The search was launched in response to President Paula Carlson's announcement to retire at the end of the 2018-19 academic year. Luther College seeks an experienced leader with uncommon wisdom and vision, exceptional energy, and a deep and abiding commitment to the college's mission and values. Luther College today is in a strong position, with much to celebrate. The next president will steadfastly guide the way to realizing Luther's next chapter of excellence.



MISSION

In the reforming spirit of Martin Luther, Luther College affirms the liberating power of faith and learning.

As people of all backgrounds, we embrace diversity and challenge one another to learn in community, to discern our callings, and to serve with distinction for the common good.

As a college of the church, Luther is rooted in an understanding of grace and freedom that emboldens us in worship, study, and service to seek truth, examine our faith, and care for all God's people.

As a liberal arts college, Luther is committed to a way of learning that moves us beyond immediate interests and present knowledge into a larger world—an education that disciplines minds and develops whole persons equipped to understand and confront a changing society.

As a residential college, Luther is a place of intersection. Founded where river, woodland, and prairie meet, we practice joyful stewardship of the resources that surround us, and we strive to be a community where students, faculty, and staff are enlivened and transformed by encounters with one another, by the exchange of ideas, and by the life of faith and learning.

HISTORY

Luther College was founded in 1861 by immigrants with a vision for a more just society and named for a reformer compelled by conscience. For both, education was the key.

Our history is based upon principled stands. Our namesake, Martin Luther, proclaimed the dignity of every human person and the inherent freedom promised by the Christian faith. Our immigrant founders staked their future on an opposition to a theological justification of slavery. In our time, Luther College's model of education, based on these principles, remains powerful.



ROOTED AND OPEN: The Common Calling of the Network of ELCA Colleges and Universities

Luther College is a member the [Network of ELCA Colleges and Universities](#), which was established in 2015 in collaboration with the [ELCA's colleges and universities](#) to promote their shared mission and identity as Lutheran institutions of higher learning.

During its first year, the network focused on the question of Lutheran identity, culminating in a document titled "Rooted and Open: Our Common Institutional Calling." The document, excerpted below, names educational priorities that mark each dimension of our common calling, then unpacks Lutheran theological values that ground and support them.

"A Lutheran college or university locates identity in a common institutional calling. Institutions in the Network of ELCA Colleges and Universities (NECU) share a common calling that is deeply rooted in the Lutheran intellectual tradition and boldly open to insights from other religious and secular traditions.

Because they are rooted in a robust theological tradition, these institutions intentionally pursue conversation about big questions from the full array of religious and secular academic traditions. In so doing, they work to shape character, invite vocational discernment, and build religious literacy. These institutions pose big questions, like "who are you going to be?" alongside the question "what are you going to do?" Wrestling with these questions, students gain fluency in the language of meaning and purpose. Then, these institutions press graduates to push beyond careerism toward meaningful work and active participation in just, loving communities. These institutions also critically engage with religion while understanding that, for practitioners, religion is a way of life. Attention to religion helps Lutheran students and students in other religious traditions grow in faith and commitment to their communities. Student with a secular self-understanding will grow in their commitment to their guiding ethical perspectives.

Now, as never before, the world needs our graduates, graduates who are intellectually acute, humbly open to others, vocationally wise, morally astute, and religiously sensitive. Although their mission statements vary, NECU institutions share a common calling.

Together these educational communities equip graduates who are:

Called and empowered
To serve the neighbor
So that all may flourish."



LUTHER COLLEGE STRATEGIC PLAN 2018–23

Inspired. Empowered. Engaged.

BACKGROUND

During the 2016–17 academic year, the Luther College community engaged in a comprehensive process to reflect on the current state of the college and to discern together the priorities and vision for the future. The [2018–23 Strategic Plan](#) was approved by the Board of Regents in February 2018.

Vision

Our vision of a comprehensive student experience that develops whole persons guides our goals, objectives, and activities, ensuring that all students are inspired, empowered, and engaged to thrive, serve, and lead in an ever-changing world. Our students are led through self-exploration, reflection, engagement, and service experiences, a progression of inward to outward discoveries that expand upon place and community during each of their four years at Luther College. Students will learn about themselves and others through an interdisciplinary curriculum that emphasizes intersections. New perspectives and awareness will be shaped and refined into direction and purpose through intentional reflection and advising pathways. Internships and study away experiences will expand students' sense of community and engage them with the neighbor. Finally, leadership development through service will teach students how to use their strengths to work across differences in order to build community. Supporting each aspect of the experience is an emphasis on well-being that will teach students how to integrate their values and goals into lives and careers as servant leaders who are centered and resilient, empowered to serve the common good in an ever-changing world.

Strategic Priorities

Our goals and objectives intersect and interrelate, creating a synergy of efforts by programs and offices across the college. Collectively, they build on our strengths and equip us to achieve our strategic priorities:

Ensure that our educational experiences continue to develop whole persons who are equipped with the skills for lifelong learning and leadership. We must inspire and empower students to solve the most difficult challenges facing our world.

Support students, faculty, and staff, equipping them to thrive, succeed, and serve. We must engage with one another across campus to develop programs and partnerships that enable us to flourish, ensure academic excellence, and invest in students.

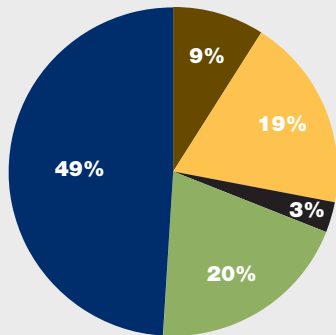
Be an inclusive community of welcome, equity, and justice that goes beyond hospitality and fairness. We must find inspiration in a diverse community and ensure that we are able to work across differences.

Evolve and maintain a fiscally sustainable business model. We must innovate and optimize our operations, investing in strategies, programs, and initiatives that deliver on the distinctive character and value of a Luther education.

DEVELOPMENT: THE IMPACT OF GIVING

Gift Commitments by Area

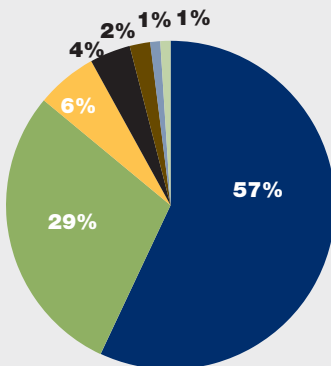
(gifts, pledges, new estate commitments 2017–18)



Luther Fund	\$1,893,350
Other current support	\$3,789,931
Capital	\$524,804
Endowment	\$4,166,810
Planned gifts	\$10,002,338
	\$20,377,233

Gift Income by Source

(one-time gifts, pledge payments, realized bequests, 2017–18)



Alumni	\$6,864,578
Corporations/foundations	\$3,517,637
Friends	\$660,947
Parents	\$443,343
Faculty/staff	\$280,083
Other	\$70,179
Churches	\$105,484
	\$11,942,251

Thanks to the extraordinary generosity of the Luther family, more than \$20.3 million was raised in 2017–18. This represents the fourth-largest fundraising year in the college’s history.

Highlights include a 46 percent increase in endowment giving over last year, along with more than doubling the number of new scholarships (38 compared to 18) and a 30 percent increase over the five-year average. In addition, there were 50 percent (39), 22 percent (22), and 120 percent (11) increases in first-time major donors at the \$25,000, \$50,000, and \$100,000 gift levels, respectively. The Luther Fund also exceeded \$2 million for the third consecutive year.

Other 2017–18 highlights: Luther launched a new major in neuroscience with a grant from the Roy J. Carver Charitable Trust, created an endowed chair in honor of legendary coach Kent Finanger, and added gifts of all sizes to the Luther Fund during its third annual Giving Day. Virtually everywhere you look, support for the college abounds, and we are grateful.

Luther College is in the midst of a \$75 million funding initiative to launch key components of the new strategic plan. To date, we have raised more than \$35.6 million in support of this initiative, which is scheduled to conclude in May 2020. The new Regents’ Promise Scholarship Challenge is one of the featured projects.

\$167,343,646

endowment value (unaudited) as of
May 31, 2018

\$20,377,233

gift commitments, FY 2017–18

\$478,193

day of giving: #luthergives18

\$2,062,859

gift receipts to the Luther Fund,
FY 2017–18

\$228,282

gift receipts to the Norse Athletic
Association, FY 2017-18

Regents’ Promise Scholarship Challenge

In August 2018, the Luther College Board of Regents announced the creation of a *Regents’ Promise Scholarship Challenge* to raise \$1 million in current fund scholarship support and \$10 million in endowed scholarship support that will be used as a one-to-one match for other Luther donors. The *Regents’ Promise Scholarship Challenge* will help close the gap in unmet financial need, allowing Luther College to attract and recruit the most talented students now and in the future.



DEVELOPING LUTHER'S BRAND STRATEGY

Luther College launched an initiative in 2018 to clarify its brand identity—to further crystalize what Luther stands for, how its programs are distinctive, and the value the college delivers to its audiences. Through this initiative, Luther College will define a brand position that resonates with and is relevant to prospective students and parents; is authentic and meaningful to internal audiences, alumni, and friends; and clearly communicates how Luther is distinctive and different from competitors. The brand strategy will inform all communications and interactions, with the goal of strengthening the recognition, relevance, revenue, relationships, and reach of Luther College.

Research

During the summer of 2018, the first step in our branding initiative was to conduct an integrated and comprehensive qualitative and quantitative assessment to discover how Luther is perceived by prospective students and parents; what they value about Luther; how Luther is discussed in social media; and how Luther describes itself compared to competitors. The research will help to clearly define Luther's strengths and value and to better understand the perceptions of Luther by current students, prospective students (both who choose to attend and those who choose not to attend), and parents.

Timeline

The brand strategy will be developed during the fall of 2018. The final brand strategy, key messages, implementation action plan, and social media strategy plan are scheduled to be completed in December 2018 and introduced in early 2019.



QUICK FACTS

2,000
students

60+
majors, minors & programs

11:1
student-to-faculty ratio

19
average class size

95%
of full-time faculty
have a terminal degree

8
Rhodes Scholars

12
Fulbright Scholars
in the past five years

3
Davis Project for Peace grants
awarded in the last 2 years

8
McElroy Fellowships
since 2000

42
NCAA Postgraduate Scholars

Recent winners in other national scholarship competitions:
Goldwater (STEM), Udall (environmental studies), Jack Kent Cooke (graduate school), Rossing (physics), Torrison (medicine)

ACADEMICS

Luther College excels in nurturing the potential of every student to tackle complex challenges and live a life of meaning and purpose. The Luther community is committed to helping each student develop the habits of mind and heart as well as the skills and perspectives needed to thrive and serve in an ever-changing world.

Academic Rigor

Ranked among the top 100 liberal arts colleges, Luther is a Phi Beta Kappa campus nationally recognized for its distinctive, engaging Paideia program, the number of students awarded prestigious Rhodes and Fulbright scholarships, and the percentage of our students who study abroad. Luther's music program enjoys international distinction, and we are leaders in environmental sustainability. Within months of graduation, nearly 100 percent of Luther graduates are employed, engaged in graduate or professional study, or involved in volunteer service. Luther's graduates push the frontiers of science; build thriving businesses; educate and nurture our children; address disease, poverty, and injustice; develop new technologies; protect the earth and promote sustainability; strengthen our faith; and create art and music that elevate our spirit and nourish our humanity.

Meaning and Purpose

Luther's identity as a college in the Lutheran tradition (ELCA) marks us as a community that is both rooted and open. Neither sectarian nor secular, Luther College shapes lives of meaning and purpose in service to the neighbor. We seek excellence informed by a tradition that couples freedom of inquiry with intellectual humility. We holistically educate mind, body, and spirit to promote the well-being of individuals so that communities may flourish. We identify oppression and seek justice to heal divisions. We practice radical hospitality, welcoming all so that we may learn from all.

Learning in Community

Luther College is a laboratory for life, a residential setting in a vibrant town surrounded by natural beauty that invites immersion and exploration. Students take risks, test new roles, and develop their goals and values in a collaborative and supportive community. They develop lifelong skills and relationships, an entrepreneurial spirit, and a sense of wonder, purpose, and adventure.

An education at Luther College is a life transformation, not a transaction. Faculty and staff are deeply invested and committed to ways of learning, teaching, and mentoring that encourage students to achieve their highest potential. Working together, our faculty and staff create the signature quality of Luther College: an education individually crafted with students to promote growth and discovery.



LUTHER STUDENTS

22%

of Luther students graduate with a double major

20%

of our students go directly into graduate school

99%

of our students receive some form of financial assistance

75%

of Luther students are employed on campus

SUCCESSFUL AND SATISFIED GRADUATES

97%

of May 2017 graduates reported being employed, continuing their education, or not intentionally seeking employment within 8 months of graduating (95.8% survey response rate)

84%

of our most recently polled graduates (class of 2017) reported they were very satisfied or satisfied with their primary activity after graduation

ACADEMICS

Paideia

Paideia (pronounced pie-DAY-uh) is a signature Luther program. Borrowed from the classical Greek word for education, Paideia indicated broad learning that helped students become intellectually well-rounded citizens who could contribute ideas and solve problems in a free society—the essence of a liberal arts education.

January Term

January Term, a three-week period between the fall and spring semesters, offers students a chance to explore a particular subject in depth. During J-term, all first-years take an on-campus seminar (included in the annual comprehensive fee), while other students use the time to take campus-based experiential courses, gain clinical experience in a professional setting, participate in domestic or international study-away programs, or participate in individualized study for credit, either through research with a faculty member or through a self-designed project.

Student-Faculty Collaboration

One cornerstone of a Luther education is the high degree of interaction between students and faculty. Faculty and undergraduates are frequent collaborators, and many professors enlist students in joint research projects over the summer and J-term. Collaborative endeavors have included scoring a film, creating a language tutorial, analyzing the effect of stride length on running economy, and studying corn-based plastics and gene expression. These projects often result in papers that students and faculty jointly publish or present at conferences, and these experiences give students a leg up in applying for graduate school or professional employment.

Global Learning

Luther typically ranks as one of the top baccalaureate colleges nationally for the number of students studying abroad, as nearly two-thirds participate in yearlong, semester-long, summer, or January Term programs in more than 30 countries. In addition to programs in other countries, Luther operates a robust domestic study-away program, placing students in sites from Washington, D.C. to Hawaii.



CAMPUS

Luther College's central campus, situated on nearly 200 acres of limestone bluff country, comprises eight major academic buildings, seven residence halls, one village of townhouses, a state-of-the-art athletic complex, and a bustling student union.

At the heart of it all sits Bentdahl Commons, a common greenspace that acts as a gathering place for the Luther community. Connected by curving sidewalks, Luther's central campus has the distinction of reflecting historic landscape design, mapped in the early 1900s by renowned architect Jens Jensen.

The college owns nearly 800 additional acres of natural areas that include woodlands, floodplains, prairies, marshes, and the Upper Iowa River. These areas, tied together by a five-mile hiking trail, not only offer recreation, but also provide students with outdoor laboratories.





A WELL-ROUNDED STUDENT BODY

70%

of Luther students volunteer in service work

90%

of students live on campus, which creates a vibrant and engaged campus community

90+

student organizations

43%

of Luther students participate in at least one music ensemble

27%

compete on one or more of the college's 19 intercollegiate teams

44%

play intramural sports

74

countries and 39 states are represented at Luther

333

NCAA All-Americans

STUDENT LIFE/ATHLETICS/MUSIC

Friendships for Life

Students find that it's easy to become involved in life at Luther and make lasting friendships. Ninety percent of students live on campus in welcoming, renovated residences, and 95 percent of professors live within five miles. Luther is home to students from 74 countries and 39 states who create an engaged student body and a deep sense of community. A constant stream of performances, lectures, films, music recitals, athletic games, and other events ensures that there's always something to do on campus.

Nestled in the Valley

Luther is home to one of the most spectacular athletics settings in the Midwest. Highlights include our football field—Legacy Field—with its distinctive new turf, our outstanding softball and baseball stadiums, and our newly renovated outdoor tennis courts. We also offer a 17,700-square-foot aquatic center, a soccer pitch with lights for night games, and miles of beautiful cross-country trails. More than a quarter of Luther students participate in intercollegiate athletics and discover the power of championship-caliber teamwork.

Luther's 19 intercollegiate teams regularly compete for championships in the American Rivers conference. The college has won 246 conference championships (166 men, 80 women) and has enjoyed 114 national tournament appearances and 28 individual national champions.

Renowned Music Program

More than 800 student musicians—of all majors—participate in large ensembles, faculty-coached chamber groups, private lessons, and master classes. More than 50 music faculty teach 275 music majors music theory/ear training, history, education, composition, church music, jazz, and performance. Luther features more than fourteen major ensembles, some of which tour nationally and internationally.

Luther's signature *Christmas at Luther* program is an Emmy award-winning production performed by 600 musicians and seen live by 7,500 people each year.



1.1 MW

solar PV generating capacity

1.6 MW

wind turbine

2030

target year for carbon neutrality

50,000

pounds of food have been packaged and donated to the local food pantry since 2013

“Luther is a perfect example of how colleges and universities can help drive America's clean energy economy and win the jobs of the future. I congratulate Luther and its students on completing Iowa's largest photovoltaic solar array—powering your campus with clean, renewable energy for years to come.”

—Steven Chu, former U.S. secretary of energy

SUSTAINABILITY

Nurturing the Environment

Stewardship of the natural world is part of Luther's mission. So it's not surprising the Sierra Club Cool Schools 2017 Scorecard listed Luther as the top-ranked sustainable private school in Iowa.

Luther currently hosts the largest amount of solar PV generating capacity in Iowa (1.1 MW) and ranks third among private liberal arts colleges in the nation. Our wind turbine, erected in 2011, supplies a third of Luther's electricity. In addition, Luther has installed geothermal energy systems at Baker Village (1999) and the Center for the Arts (2003).

We compost waste from our cafeteria for use in college gardens and the cafeteria serves up what we grow. Luther purchases many other foods from local providers. New campus construction meets the LEED silver standard or equivalent, and we use hybrid, electric, and biodiesel vehicles in our campus fleet.

Education

As a core campus value, sustainability is built into curricula across disciplines at Luther, from religion to psychology to management to political science and language courses. In addition, our 800 acres of natural areas provide an outdoor laboratory for environmental studies majors and other students to collaborate on environmentally focused research with professors and each other.

Carbon Neutrality

Luther College has reduced CO₂ output by more than 50 percent since 2005, and we have set a carbon neutrality target date of 2030. In order to achieve this, we are aiming for a 70 percent reduction in emissions by 2020.

Community Outreach

As a nationally recognized leader in campus sustainability, it's our responsibility to advance ecological and wellness efforts throughout northeast Iowa. Our Center for Sustainable Communities promotes initiatives in food, health, and energy through local businesses, the public schools, environmental clubs, camps, and classes for area residents.



25%

of the incoming class (2018–19) are international or U.S. multicultural students

Black Student Union 50th Anniversary

Luther College will be celebrating the 50th anniversary of the founding of the Black Student Union (BSU) in 1968. Commemoration begins in October 2018 at homecoming and continues throughout the year. An exciting range of events for the BSU anniversary are being planned.

CAMPUS DIVERSITY

The 2018–23 strategic plan compels Luther College to explore ways to innovate for increased student engagement and academic success and move toward the goal of inclusive excellence. The following initiatives are part of the first-year effort to achieve the goals outlined in the strategic plan.

Catalyze Program

Luther College has reengaged with College Possible and will launch the Catalyze Program beginning fall 2018. Catalyze is a college access and completion program that utilizes recent college graduates as “near-peer” coaches to provide support to low-income students who also may be the first in their family to attend college. Luther joins a select cohort of six Catalyze partner institutions including Augsburg College, Coe College, the College of Saint Benedict, Saint John’s University, the University of Cincinnati College of Arts and Sciences, and St. Cloud University. As with all Catalyze partner schools, two recent graduates have been selected as “near-peer” coaches.

Council for Equity and Inclusion

In 2017–18 the new Council for Equity and Inclusion, formerly known as the Diversity Council, dedicated significant time to reevaluating its structure and priorities. The strategic plan positions the Council for Equity and Inclusion to become a campus and regional resource for training and expertise regarding inclusive excellence over the next five years.

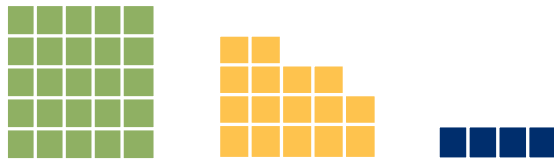
Center for Intercultural Engagement and Student Success

In fall 2018, after 15 years, the Diversity Center changed its name to the Center for Intercultural Engagement and Student Success to better reflect an increased focus on intercultural engagement among students by building meaningful relationships through the sharing of cultural ways of knowing. The center continues to provide programs and trainings, including Safe Zone and the Intercultural Development Inventory, as well as student programs like cultural and religious celebrations. It is also the home of the Catalyze program.



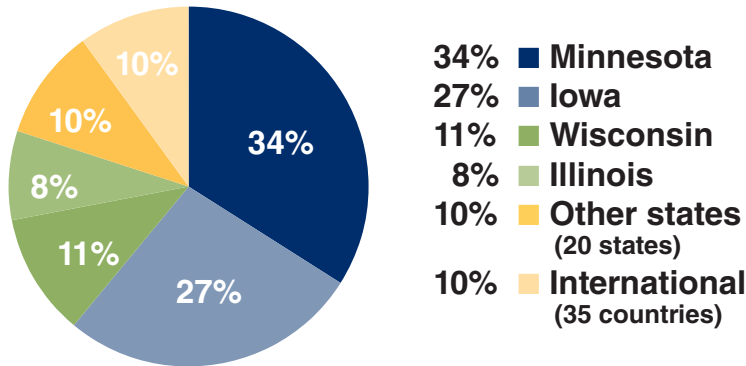
ACADEMIC/GEOGRAPHIC/ MULTICULTURAL PROFILE

Admissions Profile (new students, fall 2018)



4,419 applicants 2,764 admitted 557 enrolled

Geographic Distribution (new students, fall 2018)



26

Average ACT composite

1188

Average SAT (math + critical reading)

High School Class Rank

87% top 50%

58% top 25%

27% top 10%

16% top 5%

Multicultural Student Profile

15%

American multicultural

10%

International



LUTHER



34,220
living alumni

Luther alumni live in all

50
states and in
105
foreign countries

68%
of living Luther alumni
(graduates and
attendees) live in the
four-state area:
Minnesota, Iowa,
Wisconsin, and Illinois

NORSE ALUMNI

62 Alumni Events in 2017

The connections Luther alumni have with their alma mater, classmates, faculty, and friends are important. The Luther College Alumni Office and our alumni volunteers sponsor programs and events to bring Luther alumni together on campus, across the country, and around the world. We strive to keep our alumni connected to one another and to the Luther community.

2017 Homecoming

66 events over Friday, Saturday, and Sunday

- 2,500 attendees
- 15 class reunions: 1942, 1947, 1952, 1957, 1962, 1967, 1972, 1977, 1982, 1987, 1992, 1997, 2002, 2007, 2012
- 11 class reunion receptions and dinners Saturday evening = 1,800 total attendees

Alumni Ambassador Program

Alumni play a direct role in recruiting the next generation of Luther students through the Admissions Office's Alumni Ambassador Program. Every student a Luther graduate refers receives a \$1,000 scholarship each year, for four years, if they enroll at Luther.



LEADERSHIP

Dr. Paula J. Carlson, the 10th president of Luther College, announced her decision to retire from Luther College effective at the end of the 2018–19 academic year.

During her time at Luther, Dr. Carlson’s accomplishments include:

- Addition of new, interdisciplinary academic programs, including data science, neuroscience, visual communication, and musical theatre
- Enhanced and expanded Career Center services
- Renewed outdoor athletic facilities, including baseball and softball stadiums, tennis courts, and football field; plans to renovate the indoor athletic facilities
- Development and launch of “Next Steps for Sophomores,” an innovative curricular and cocurricular program focusing on the sophomore experience
- Addition of a dean for institutional equity and inclusion to lead the development of institutional strategies for diversity and inclusion
- Achievement of Luther’s goal to reduce the college’s carbon footprint by 50 percent by the end of 2015
- The 2018–23 strategic plan, approved by the Board of Regents in February 2018

Governance

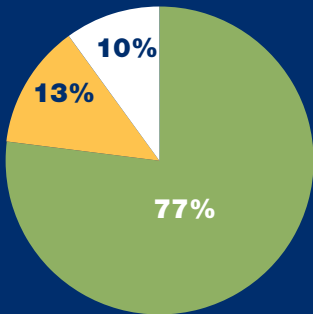
Luther College’s Board of Regents, comprising up to 31 members, represents a variety of professions. The Board of Regents meets three times a year. The Board provides fiduciary leadership of the college and conducts business through various committees.

Luther College Cabinet

Vice president for academic affairs and dean of the college
Vice president for finance and administration
Interim dean for institutional planning and mission
Vice president for development
Vice president and dean for student life
Vice president for enrollment management
Interim dean for institutional equity and inclusion
Vice president for communications and marketing

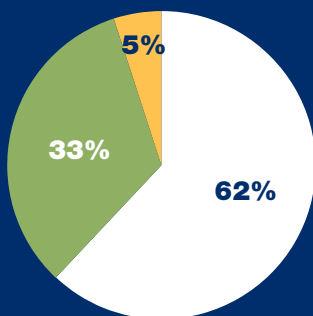


Institutional Revenue Sources



■ Net student revenue	\$52.4M
■ Gifts & other revenue	\$8.5M
■ Endowment revenue	\$6.9M

Resource Allocation



■ People	\$42.4M
■ Programs	\$22.6M
■ Place	\$3.0M

ACCREDITATION

Luther College has been continuously fully accredited by the Higher Learning Commission since 1915. In addition, individual programs within the college maintain accreditation through specialized agencies.

FINANCES

The operating budget for 2018–19 is \$66 million net of financial aid.

Luther’s endowment has reached an all-time high of \$167 million, more than triple its value two decades ago.

For the 2018–19 academic year, tuition is \$41,950 for full-time undergraduates; basic room and board is \$9,460 for double occupancy; and there is a \$340 technology fee.

99%

of students receive financial aid

\$47 million

financial aid distributed in 2017–18

\$35,105

average need-based financial aid award, 2017–18

\$51,750

comprehensive fee in 2018–19



The bluff country of northeast Iowa is remarkable and heralded for undeniable scenic beauty.



DECORAH

Decorah, population 8,000, is a warm and vibrant town that offers plentiful recreation, a charming downtown, natural beauty, and a close-knit community—all while providing the conveniences of a city many times its size.

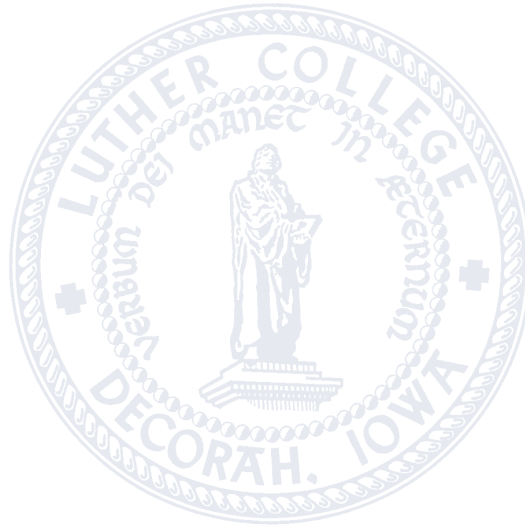
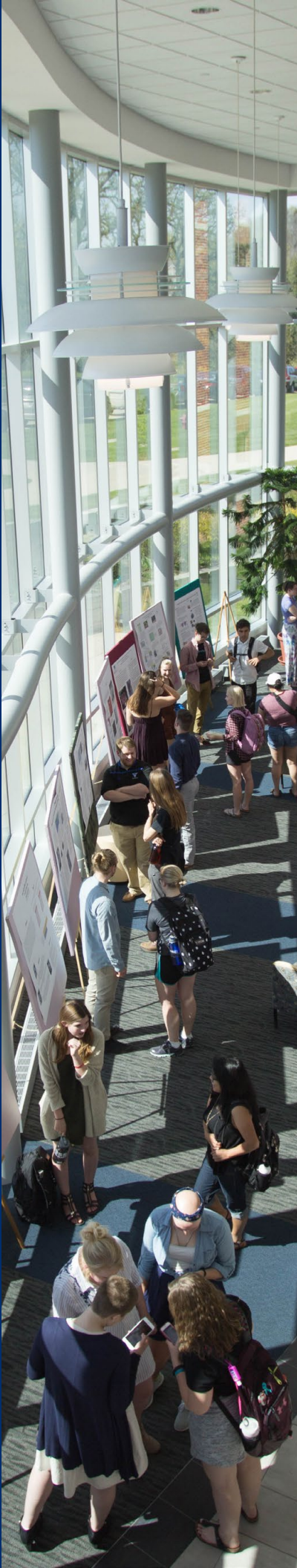
Decorah is a popular destination for many reasons:

- Outdoor recreation
- Numerous cultural events and festivals
- A pedestrian-friendly town center full of niche eateries and shops
- Biweekly farmers markets and a food co-op in addition to traditional grocery stores
- Proximity to the Upper Iowa River, which flows through Luther’s campus and borders Decorah’s business district
- The Trout Run Trail, an 11-mile biking, walking, and running trail that loops the town
- Assorted area attractions, including parks, museums, arts organizations, live music, a movie theatre, and a bowling alley

Public transportation serving the area includes commercial airports in Rochester (Minn.), Waterloo (Iowa), and La Crosse (Wis.); a municipal airport in Decorah; and train and bus depots in La Crosse (Wis.). Decorah was named a 2014 All-Star Community by the Iowa League of Cities in recognition of its MetroNet Fiber Optic project, in which Luther was also involved. As a result of that project, which installed a loop of 144 strands of fiber optic cable, Decorah and Luther both have improved internet service.

Recently, *U.S. News and World Report* named Decorah High School the top high school in Iowa. Decorah was also featured in *Smithsonian* magazine’s annual list of the 20 best small towns to visit in America, as well as being named on *Forbes*’ “America’s Prettiest Towns” list and the 2015 Best Choice Reviews list of the 50 best small towns in America. Traveliowa.com has Decorah appearing on 10 different “top location” lists.





ROLE OF THE 11TH PRESIDENT OF LUTHER COLLEGE

The president of Luther College is the executive head of the college, chair of the faculty, reports to the Board of Regents, and represents the institution to its various constituencies concerning the work and needs of the college.

The 11th president of Luther College will join the institution at a time of positive momentum on many fronts. A newly affirmed, comprehensive strategic plan is in place, and great strides have been made in fundraising, the quality of campus life, curriculum development, and institutional branding.

The next president will have the opportunity to develop and implement a shared vision for Luther's next chapter. The dedicated communities of both Luther College and its Decorah, Iowa, base are eager to connect and collaborate with a strong, decisive leader who will embrace the liberal arts mission, values, and traditions rooted in Luther's rich history. The president will be expected to lead with warmth, humor, and a sense of urgency that will propel the college's trajectory of excellence and academic distinction, foster its unique teaching and research atmosphere, and effect even greater financial sustainability and growth. In close collaboration with the senior team, the president will have overall financial, strategic, and operational responsibility for the college. In addition, she or he will sustain and enhance a platform and strategies to attract the best and brightest students, faculty, and staff, representing a rich tapestry of diverse backgrounds, experiences, and cultures, while developing effective programs to support their retention and success.



CHALLENGES AND OPPORTUNITIES

The president will join a community that is passionate about Luther College and its unique place in the landscape of higher education. Rigorous, dynamic academic and experiential programs led by an engaged faculty and staff foster lifelong relationships between students, staff, faculty, alumni, parents, and friends. The warm collegiality of the community, the beauty of the campus and of its natural surroundings, the vibrant financial health, and the deep loyalty of the alumni base are all sources of enormous pride for the college.

Among the most important priorities for the next president are:

Collaboratively developing and strategically implementing a vision of excellence

The president will advance shared strategic goals for the institution by relying on transparent processes, consensus building, and strong internal and external communication skills. In the dynamic, ever-changing higher education environment, the president will be an inspiring, compelling champion for that vision, while preserving and enhancing the traditions and culture of Luther College. The new president will be thoughtful and willing to take calculated risks, while being anticipatory and proactive in identifying issues that may arise for Luther as the environment for private, residential liberal arts institutions continues to evolve.

Engaging a faculty and staff who are committed, seasoned, and loyal partners in innovating the academic model

Luther College is blessed with accomplished, dedicated faculty and staff, strong academic programs, and talented students. Luther is committed to continuing experimentation and innovation that ensures academic excellence and distinction, which thrives at the intersection of mission and demand. The president will cultivate a culture that supports, rewards, and accelerates the entrepreneurial efforts of faculty and staff, resulting in new programs, interdisciplinary initiatives, majors, minors, and cocurricular endeavors that further intellectual engagement, community involvement, lifelong learning, and student success.

Enhancing fundraising and building financial capacity

Luther College enjoys financial strength and has a history of careful fiscal management that has served it well over the years. As a vigilant steward of the institution's resources, the president will be expected to provide thoughtful and strategic oversight of Luther's finances at the highest level, ensuring that Luther maintains its solid financial health long into the future. She or he will foster innovative thinking around the development of new, and diversification of existing, revenue streams. The president will also be expected to lead the next comprehensive fundraising campaign, anticipated to begin in 2020, with energy and enthusiasm.



Raising the institutional profile

The next president must be able to communicate persuasively the distinctive qualities of Luther College to all constituencies, ensuring that the public perception and profile continues to attract students, faculty, and staff of the highest caliber. With an excellent foundation on which to build, Luther College aspires to increase awareness of its educational experience nationally and internationally. Luther's next president will be a thought leader who will find ways to shine a light on the institution through conversations of import to the evolving nature of higher education. She or he will be an ardent champion of the rigorous, residential educational experience that a "destination college" like Luther offers.

Building community and engaging internally and externally

The next president will be a visible and engaging presence on and off campus. She or he will be eager to work closely with the Luther and Decorah communities and provide leadership to ensure the well-being of both entities, recognizing the symbiotic relationship between and among the two communities. The ability to engage, unify, and instill confidence in all constituents, including faculty, students, staff, administrators, board members, alumni, and the broader Luther community will be crucial. Honoring and evolving shared governance and employing transparent, positive, celebratory, and congratulatory methods when working with constituents will be hallmarks of success for the next president. In addition to being visibly present in Decorah, a focus on connecting outside of the region also will be important.

Growing and managing student enrollments

The next president must have a firm understanding of enrollment strategies and challenges. The president will be innovative and entrepreneurial in her or his approach to enrollment management to ensure that programs remain competitive and relevant, have a broad and global reach, and utilize an appropriate variety of curriculum delivery modes to ensure the greatest potential for success. The president will explore ideas for expanding the college's enrollment footprint, managing overall costs, and optimizing financial aid packaging.

Strengthening diversity and a global perspective

The next president will promote both diversity among faculty, staff, and students and an inclusive environment that successfully engages all members in a nurturing community where the open and respectful exchange of ideas, opinions, and perspectives is a foundation of the college's education experience. In addition, the president will foster a global perspective and culture through extending the college's international reach, establishing global connections, engaging international alumni, and preparing students for lifelong success in the greater global community.

QUALITIES OF THE NEXT PRESIDENT

Luther College seeks a servant leader with experience managing a complex organization. She or he will possess extraordinary intellectual curiosity, the depth and breadth of knowledge associated with a liberal arts community, and the capacity both to consult with and lead such a community with conviction. The president will possess outstanding communication skills, authenticity, self-confidence balanced with humility, integrity of the highest order, and a strong work ethic. The Presidential Search Committee is open to considering candidates from a range of backgrounds. Those holding a terminal degree are preferred.

The most compelling candidate for the Luther presidency will be:

- A strong champion of the liberal arts and an articulate spokesperson for their profound impact on lifelong learning
- An energetic, optimistic, resilient leader with good humor who will provide respected, long-term leadership
- A gifted fundraiser who is effective with both traditional and nontraditional sources of funding, including but not limited to individuals, foundations, corporations, and government sources
- An affirming team builder who will empower and develop others and optimize the effectiveness of a talented and seasoned leadership team
- A genuine, enthusiastic, and highly visible leader who is interested in interacting with the various members of the Luther community and participating in the intellectual and social lives of the faculty, staff, and students
- A strategic and visionary thinker and planner with a proven ability to articulate and implement a clear and coherent plan and unify constituents behind it
- An outstanding communicator able to listen carefully and synthesize ideas shared by members of the Luther community, as well as to speak boldly and eloquently about the college to a wide range of constituencies: regents, alumni, prospective students, parents, friends, foundations, and government entities, among others
- A forthright, balanced, accessible, and committed supporter of the principles of shared governance, transparency, and inclusive but decisive decision-making
- A strong manager with the capacity to make timely and sometimes difficult decisions and to communicate those decisions with clarity and care
- A faithful person who deeply appreciates the ethos of residential, liberal arts-centered higher education in the Lutheran tradition and who embraces Luther College's role as a leader among the colleges and universities of the Evangelical Lutheran Church in America
- An entrepreneurial person with financial acumen who will aid the college in matching ambitions with available resources while thinking innovatively about growth opportunities
- A person of global perspective with a demonstrated record of promoting and achieving diversity in all of its myriad forms
- An engaged community member who relishes life in a small college town and will take a serious interest in the opportunities available in Decorah and the surrounding communities

PROCESS OF CANDIDACY

The Luther College Presidential Search Committee will begin to evaluate the applicant pool during the fall of 2018. Although applications will be welcomed until the time that a new president is selected, applicants should submit materials by November 7 to ensure full consideration. The new president is expected to begin work in the summer of 2019.

Applications should include a letter of candidacy that responds to the opportunities and challenges and the desired qualities and capabilities for a new president and a complete résumé or vita. All application materials will be considered in full confidence and should be submitted electronically to LutherPresident@storbecksearch.com.

Ms. Julie E. Tea, Partner, and Ms. Kenna Boyd, Associate, at Storbeck/Pimentel & Associates, LP have partnered with Luther College on this search. Nominators and prospective candidates are encouraged to contact them at LutherPresident@storbecksearch.com to arrange for confidential conversations.

Information about the presidential search is available at luther.edu/presidential-search/.

*Luther College seeks to build a culturally diverse community of faculty, staff, and students.
Luther College is an Affirmative Action/Equal Opportunity Employer.*

