

## **Facilities and Finance Task Force Recommendations**

### **Final Report May 17, 2009**

The Facilities and Finance Task Force recommendations reflect needs and rationale from a facilities or finance perspective that other Task Force may not be considering. Since every other Task Force has recommendations related to facilities and finances, this Task Force intentionally did not attempt to duplicate those efforts or rationales.

#### **I. Resources**

***Strategic Initiative 5.3:** Set competitive compensation goals for staff, faculty, and administrators informed by appropriate budget models and timeframes by which to meet these goals.*

##### **A. Employee Compensation**

Employee compensation relates to the College's values of Excellence and Justice. Employee compensation is the single largest expenditure of the College's operating budget. If the College is to provide excellent instruction and student services, it must hire and retain quality faculty and support staff. On the other hand, the College as a matter of Justice is committed to provide a living wage to support staff and maintain a sense of equity among administrators and faculty.

##### **1. Faculty Base Salary**

**Fund and maintain faculty compensation that is within the upper 20% of institutions based on agreed-upon peer group.**

##### **2. Faculty Excellence**

**a. Provide additional compensation for faculty in disciplines in which the market among baccalaureate institutions demands more than the Gustavus base salaries.**

For each position Gustavus remains in the upper 20% in compensation.

**b. Identify programs where we currently excel or would like to excel to give priority for staffing and resource allocation to areas that support these programs.**

##### **3. Staff Wages**

**Maintain support staff compensation at levels competitive for workers in the St. Peter/Mankato area.**

##### **4. Administrative Salaries**

**Maintain administrative compensation at levels competitive with baccalaureate institutions in an agreed-upon Minnesota peer group.**

##### **5. Performance Incentives**

**Explore the feasibility of an incentive plan to reward faculty, staff, and administrators for superior performance.**

6. Faculty/Staff Development  
**Increase support for faculty and staff development by providing at least one academic or professional development conference or program per year for employees at full reimbursement.**
7. Health Benefits  
**Provide competitive health benefits based on agreed-upon peer group for all benefit-eligible employees, with particular emphasis on family health care coverage.**
8. Pension Contribution  
**Increase the College funding for employee pension with the goal of a 10% contribution by 2015.**

#### **B. Balance Sheet/Finances**

Responsible financial resource management is critical to achieving many of the strategic initiatives of the College. Adequate capital, a prudent capital structure, and sufficient use of the capital are synonymous with ethical stewardship of the College's resources. The most critical component of the balance sheet is the College's endowment.

1. Capital Structure  
**Aggressively pursue a course to substantially increase the endowment and properly manage the endowment-to-debt ratio and achieve an A1 Moody's credit rating.**
2. Operating Efficiency  
**Maintain internal financial tracking controls to benchmark in the maximization of financial and operational efficiencies, including developing an institutional scorecard.**

#### **C. Strategic Planning**

***Strategic Initiative 5.6:** Engage in ongoing strategic planning throughout the College in a manner linked to responsible resource management.*

1. **Annually review the Strategic Plan and Commission Gustavus 150-related priorities to ensure the budgeting process is aligned with these priorities.**  
  
Review how the budget is impacted by revenue projections and develop assessments for continual progress for the completion of agreed-upon priorities.
2. Institutional Priorities  
**Develop an internal and external communication plan and implementation strategies for the institutional priorities established by Commission Gustavus 150.**
3. Enrollment  
**Conduct a strategic review to determine the desired size student population.**

## **II. Revenue**

### **A. Marketing/Branding**

**Develop a brand that highlights what is special about Gustavus and provides for the ability to recruit the type of students who will be successful at Gustavus.**

The brand can be used to focus messages on current needs and future aspirations for all the constituents. The brand should help Gustavus to answer the questions: Why do you go here? and why should you give money here?

**Implement Gustavus's brand repositioning through a marketing campaign.**

Gustavus's extensively researched, creatively realized new brand identity will have a far greater impact if it is shared beyond the standard Admission and Advancement communications and institutional website. Key competitors in Minnesota are virtually ubiquitous, on billboards, in newspapers, on radio, and Facebook. Market penetration, particularly in the Twin Cities, will require substantial and strategic advertising investment over a 12-month ad campaign period and may include broadcast, print, online, and outdoor advertising buys.

### **B. Campaign support**

**Develop the next comprehensive campaign case statement, timeline, and staff structure during 2009–2010.**

### **C. Admission Marketing**

**Continue to create compelling Admission materials maximizing traditional and emerging delivery technologies. This includes the creation and maintenance of a robust website.**

### **D. Government, Foundation, Corporation Relations**

- 1. Significantly increase restricted support from government, corporate, and foundation sources utilizing the newly determined institutional priorities and implementation plans.**
- 2. Develop process, programs, and benchmarks to maximize the connections and relationships between alumni, parents, friends, corporations, government agencies, and foundations to gain access, relationships, and enhanced fundraising.**

### **E. Private Gifts per Student**

**Consistently meet or exceed the ELCA and Minnesota Private College Council peer group for total private gifting per student each year.**

This includes gifts for unrestricted, restricted private gifts, capital, endowment, and planned gifts.

**F. Retention Management**

**Establish and monitor high performance benchmarks for all retention areas.**

**G. Nobel Conference**

**Leverage the Nobel Conference as the single largest current asset to create near-term profit, while also building Gustavus's reputation nationally and internationally, connecting alumni and friends and improving recruitment.**

1. Retain an outside specialist to assist in professional promotion of this unique program.
2. Operate Nobel as a profit center to a significant profit by 2011 through ticket sales, corporate sponsorship, and any other sources.

**H. Maximize Summer Programs**

1. **Optimize and prioritize current Summer Programs to maximize revenue and minimize expense, while maintaining an atmosphere of campus hospitality during the summer months.**
2. **Develop increased summer program offerings, specifically in the areas of academic, artistic, and adult learning.**

**I. Auxiliary Operations**

**Continue to explore and develop ways for auxiliary operations (e.g., Post Office, Printing Service, Book Mark, Dining Service) to provide outstanding customer service and products, balancing the needs of students and the considerations of external constituents while improving operating efficiencies.**

**III. Physical Plant**

**Plan a campus site that responds to the character of the College through its appearance and infrastructure—i.e., residential (therefore safe and recreational), pedestrian (therefore easing effective circulation), community (therefore supportive of engagement), excellence (therefore supporting beauty and the College's image).**

**A. Physical Aesthetic, Architectural Continuity/Attractiveness**

The look of the campus buildings and landscaping makes a statement on what the institution is about. Gustavus is about history, excellence, quality, and pride. These qualities need to be reflected in the look of the campus and grounds. It is believed that a long-term architectural and landscaping vision for the campus may assist in the recruitment of students and enhance alumni pride.

**1. Architectural control**

**Develop an architectural and landscape vision for the campus using an outside facilitator during the 2009–10 academic year resulting in an inventory of**

**architectural assets, identifying architecture styles that are aligned with the Gustavus brand and creating a vision of the desired architecture for the next 50–100 years.**

2. Existing buildings

**Update existing building facades to reflect the new architectural vision and continually move to a consistent style across the campus.**

3. Existing grounds

**Update and fund the framework plan and subsequent South Mall and West Mall conceptual landscape plans by 2011 to reflect the newly defined vision.**

4. New buildings

**Steer the design of any new buildings (including the new academic building) to reflect College’s newly defined architectural vision.**

**B. Facilities Renewal**

Maintaining and improving the existing physical environment is an important aspect of achieving a campus environment that serves Gustavus Adolphus College’s educational mission. A well-cared-for campus with facilities that are updated for today’s needs will promote a better educational experience and a sense of campus pride.

1. Facilities Renewal Plan

**Develop and fund a comprehensive facilities renewal plan that addresses the 30 major buildings on campus around the concept of having a major renewal project three out of every four years and recognizing that facilities have an estimated useful life of 40 years.**

2. **Build a base of financial strength for facilities renewal.**

3. Building Systems

**Develop benchmarks for funding the refreshment and maintenance of building systems within the 40-year renewal cycle (e.g., carpet, paint, technology, furniture, building systems).**

4. Plan Reviews

**Review the facilities renewal plan and refreshment and maintenance cycle benchmarks every five years to make appropriate adjustments.**

5. Repurpose Buildings

**Affirm the policy that it is preferable to repurpose old buildings to new uses as this promotes fiscal prudence, is consistent with campus environmental sustainability initiatives, and helps maintain the campus history and continuity.**

**C. Environmental Sustainability**

***Strategic Initiative 5.5: Practice responsible environmental stewardship within the campus infrastructure and operations.***

Stewardship has been a Gustavus tradition. “Environmental Sustainability” frames stewardship with goals of continuous improvement and balancing inputs and is compatible with other aspects of stewardship such as stewardship of financial and human resources. Environmental Sustainability is consistent with our mission, core values, and history.

1. Presidents’ Climate Challenge

**Work intentionally on meeting the goals set forth in the Presidents’ Climate Challenge Initiative (e.g., carbon emission reduction) and on other aspects of energy sustainability.**

2. Advisory Group

**Create a Presidential Environmental Sustainability Advisory Group to research and promote best practices relating to consumption and environmental impact.**

3. Energy Use

**Strive to reduce energy consumption in all that we do and to shift energy consumption to renewable sources (e.g., wind turbine, solar, a more environmental-friendly and cost-effective tennis center).**

4. Water Use

**Promote facilities and practices that reduce water use and maximize clean water recharging of aquifers.**

5. Other Resources

**Use materials and practices that minimize the production of material waste, transportation, and the corresponding energy and water inputs.**

6. Existing Facilities

**Continue the College’s tradition of multi-purpose use and adaptive reuse of current facilities.**

7. New Facilities

**Design new facilities that are efficient, durable, and responsive to changing uses and technologies.**

8. Campus Purchasing

**Support recovery-produced commodities by emphasizing their purchase across campus.**

9. Local Production

**Support the current practices and encourage wider incorporation of purchasing locally produced food and other commodities that reflect sustainability.**

10. Branding

**Incorporate environmental sustainability as a hallmark of the Gustavus brand and commit to being a national leader.**

## **D. Academic Facilities**

*Strategic Initiative 1.7: Build and renovate academic facilities in a manner informed by the curriculum, student needs, and environmental stewardship.*

The College strives to provide facilities and academic and support functions to support and enhance our offering an exemplary curriculum.

### **1. Program Needs**

**Affirm that academic building projects will respond to clearly identified program needs that support the curriculum and incorporate best practices of the discipline for which they are designed.**

### **2. Flexibility**

**Pursue future building project planning that maximizes flexibility within each building, long-range flexibility among buildings, and short-range nimbleness that is important for disciplines that are rapidly changing.**

### **3. Building Equipment**

**Equip new and renovated facilities with the necessary furniture, equipment, instruments, and technology to support an exemplary liberal arts curriculum.**

### **4. Building Space**

**Intentionally provide spaces within the built environment to support and enhance learning activity at the intersections (e.g., student study space, community building spaces, and common areas).**

Often these spaces are not originally championed or are repurposed to meet other needs.

## **E. Housing**

### **1. Flexible Housing**

**When building or renovating residence hall suites and apartments, strive for housing that is current for the desires of today's and tomorrow's students, and housing for students that creates a community and camaraderie, while updating the appearance/style of student housing—both exterior and interior.**

### **2. Building Design**

**When constructing new or renovating residence halls, ensure design flexibility that accommodates diverse student needs, fluctuating student enrollment, and the capacity for utilization to meet other non-student housing needs (seniors, staff, alumni, visiting professor, etc.)**

### **3. Residence Hall Master Plan**

**Review and update the residence hall master plan during the 2009–10 academic year, developing a funding plan to execute the master plan with timelines to**

**ensure residence halls meet the quality and appearance expectations to enhance recruitment and retention.**

This plan could include notions of exterior architectural style, interior colors and lighting, technology, and developing a plan for the college-owned houses on Seventh Street to transition them away from student housing.

#### **F. Other Building/Facilities Projects**

**1. Administrative Office Space**

**Establish an administrative office model over the next two years that will respond to programmatic and strategic needs, enabling office space decisions over the next five to ten years to be based on aligning administrative office locations with the needs of their constituents.**

**2. Administration Building**

**Explore creative ways to expand physical space and create an exterior expression that positively reflects the new architectural vision for the campus.**

**3. Campus Storage Facility**

**Build an on-campus storage facility to consolidate off-campus sites currently rented and accommodate the growing need for departmental storage.**

**4. President's House**

**Explore the opportunities and needs for future presidential families to provide for residential space and hosting institutional functions.**

It is also recognized that there is a national trend to provide a housing allowance to the president to live off-campus.

**5. Senior Housing**

**Continue to explore the feasibility of building a housing facility close to campus for active alumni, parents, and friends ages 55+ that provides a community environment filled with lifelong learning opportunities but does not provide medical assistance.**

**6. Twin Cities Facility**

**Solidify a partnership with the American Swedish Institute to provide a Twin Cities presence for Gustavus to accommodate events, classes, and meetings.**

#### **G. Campus infrastructure**

**1. Disability Accessibility**

**Provide full access to the disabled in 100% of activity spaces, most notably Christ Chapel and all residence halls, within ten years.**

**2. Campus Safety**

**Complete over the next ten years the following long-term campus safety projects: well-lit Campus Drive bike path/pedestrian sidewalk, keyless entry for**



**all buildings, automatic fire protection systems in all buildings, multi-layered emergency notification for entire campus, stand-by electrical generation.**

**3. Parking**

**Intentionally maintain a predominately pedestrian campus as the campus framework plan continues to be implemented, and be flexible to respond to the parking needs of students, faculty, and staff and provide clearly defined and adequate visitor parking space for large-scale events.**

**4. St. Peter Collaborations**

**Continue to actively nurture and pursue mutually beneficial collaborations between the College, City of St. Peter, St. Peter School District, and Nicollet County.**

Specific items relating to facilities and finance may include athletic field, gym space, conference center, emergency notification, energy, and utility issues.