

Living Our Learning; Claiming Our Calling; Transforming Tomorrow



WARTBURG COLLEGE

Strategic Plan 2010-2020



WARTBURG COLLEGE

A Message from President Colson



As the Commission on Mission concluded its work, preparing the way for our Strategic Planning Committee, it was making more and more clear to us that the mission we all hold so dear—the mission of preparing young people to express their faith and learning by leading and serving—not only honors a precious heritage, but also requires a hearty embrace of the future.

Choosing the theme “Affirming the Mission, Ensuring its Impact,” the Commission set out to illuminate compelling new ways that Wartburg could fulfill its mission. Dividing their work along the lines of the four pillars—leadership, service, faith, and learning—the Commissioners involved many people, beginning with the Summit Meeting participants and extending to every constituency of the college, in setting the agenda for the Strategic Planning Committee whose work appears in this document.

What we learned about ourselves in this process was both profound and inspiring. In addition to a rich legacy, Wartburg enjoys the gift of strong values that set the course of our work, and our work is to lean forward, to act boldly, and to seize the opportunities that present themselves. Pastor Wilhelm Löhe himself modeled this approach for us: remain firmly grounded in timeless values yet act flexibly and imaginatively to address the changing needs of the people we serve. That’s the role of the strategic plan we unveil today—to compel and to shape the transformative decisions that will secure our future and, more importantly, our students’ futures.

Ensuring the enduring impact of the mission requires us to do exactly what our predecessors have done time and time again: to anticipate our students’ needs, to respond to those needs effectively and innovatively with the proper combination of challenge and nurture, and thus to build firm characters with the desire and capacity to excel at living their learning.

Upon the enthusiastic recommendation of the Strategic Planning Committee, the Board of Regents has endorsed and adopted this plan as its own.

The first three goals identify the ambitions we share for the education of our students. We proclaim our intention to offer students the richest educational experiences we can provide, experiences that deepen their learning and integrate what happens in class with what happens in the world. We renew, as well, our commitment to the process of discernment, lending our support to students’ efforts to hear their vocational calls. We promise also to foster a

climate that embraces our students in the fullness of their diversity and to mentor their growth as whole persons.

Our final three goals address the practical measures without which we cannot secure our ambitious educational goals: strengthening finances and infrastructure; investing in the work of our people; and telling Wartburg’s story far and wide.

I mean for us to achieve these goals; I mean for us to become the very best college, certainly in this region but perhaps beyond it as well, at deep, integrative, mentored learning that grounds meaningful lives and opens countless career opportunities. As I look forward to implementing and pursuing this plan, I envision a future not too far distant in which everyone within earshot knows that our school is the finest in the East or West.

In the first instance, of course, it falls to us on the campus to implement this plan. The immediate responsibility lies with the faculty and staff to take the actions that serve these six goals. But, as has always been the case in the life of Wartburg College, we will have to draw on the strength of others to achieve success. Fully to realize these goals, we will need the help of everyone who loves Wartburg; our students, both those on campus now and those who follow tomorrow, need for each of us to hear and to claim the call to serve—in other words, to live out what we learned in the shadow of Old Main, to continue to devote our time and our energy, our talents and our treasure to this college, playing our own parts in leading it confidently into the future we’ll create together.

As I say these things, I know that I “sing to the choir.” Wartburg’s astounding ascent during the past three-quarters of a century is due to the continuing support of our many friends and alumni who have always responded to the college’s call. With gratitude for all that you’ve done in the past, I invite you to share in transforming our future into a tomorrow of our own bold design.

The Wartburg College Strategic Planning Process

COMMISSION ON MISSION

Wartburg College's Commitment to Living Out its Mission

Commission on Mission: Affirming the Mission, Ensuring its Impact

Following the successful completion of Commission Wartburg in 2007, the Wartburg College Board of Regents gave extensive consideration to the most appropriate process to advance the College's distinctive mission. At Homecoming in October 2007, the Board announced Commission on Mission, a strategic planning initiative designed to engage Wartburg alumni, friends, faculty, staff, and students in an examination of the College's mission and its effectiveness in living out that mission.

Over the course of three years, more than 1,500 people on campus and around the country explored the central concepts in Wartburg's mission—leadership, service, faith, and learning. Participants shared their hopes and dreams about Wartburg's future through a variety of oral and written feedback opportunities. The resulting recommendations provided the foundation for a new institutional strategic plan unveiled at Homecoming 2010.

Commission on Mission was made possible in part through the generosity of the Franklin I. and Irene List Saemann Foundation and Thrivent Financial for Lutherans.

Phase I (2007-08)

During the first phase of the Commission, more than 250 alumni and friends participated in 15 Summit meetings held across the country. Guided by specific framing questions developed by the Board of Regents, Summit participants discussed the four mission concepts, reflecting on their Wartburg experience and how they live out those ideals in their personal and professional lives.

In the same year, four Commission task forces were convened—Leadership, Service, Faith, and Learning—to review the Summit reports, plan symposia, and develop recommendations for the Board. Each task force was comprised of 15 members and co-chaired by a member of the Board and a member of the faculty. Membership on each task force included faculty, staff, alumni, and a student; a member of the President's Cabinet served as a facilitator. National Chair Mike McCoy presided over a Steering Committee consisting of task force co-chairs, President's Cabinet, the chair of Faculty Council, and the Commission directors to discuss the planning process and the integration of leadership, service, faith, and learning.

Faculty, staff, and retirees also participated in a series of focus groups bringing the number of constituents offering input to the task forces to nearly 600.



Phase II (2008-09)

During the Year of Mission, each task force hosted several symposia and special events to educate and engage students, faculty, staff, alumni, and other constituent groups in the celebration and examination of the mission. The symposia took the place of the traditional Convocation schedule. Each task force also spent the year developing reports and recommendations for the Board of Regents.

Phase III (2009-10)

The Board of Regents received the task force recommendations at Homecoming 2009 and initiated a strategic planning process to begin development of values, vision, and goals. To ensure continuity with the first two phases of the Commission process, the Board appointed members of the Commission on Mission Steering Committee to continue work as the Strategic Planning Committee (SPC) of the Board.

That fall, internal and external constituent groups reviewed the task force reports and provided general feedback using an online survey tool. Faculty, staff, and students learned more about the planning process at several open forums held in October and November. The SPC identified common themes across task force reports that provided the basis for the first draft of values, vision, and goals. The committee solicited input via e-mail from on- and off-campus groups and continued to refine the document.

During Winter Term, the SPC hosted a campus-wide workshop that featured shared discussion of the values, vision, and goals. Faculty and staff continued discussion of the task force reports by operational areas. After the Board approved the values, vision, and goals “in principle” at its February 2010 meeting, the SPC developed draft objectives for each goal, again engaging the campus in review of the documents. President Darrel Colson gave progress reports to faculty, staff, and students in March and June.

In May 2010, the Board again reviewed the plan with the addition of objectives. During the summer, the SPC developed tactics informed by recommendations in the task force reports. The President also worked with members of the Cabinet and other campus leaders to develop metrics to measure success.



WARTBURG COLLEGE

Strategic Plan 2010-2020

“Living Our Learning; Claiming Our Calling; Transforming Tomorrow”

VALUES

4

Pursuing Excellence

in a college environment marked by academic rigor, high standards of performance, and expectations of continuous improvement

Inspiring Integrity

through a holistic education in which the integrative curriculum and expansive co-curriculum develop the whole person, whose thoughts, feelings, and actions are grounded in ethical character and a strong sense of vocation

Building on our Legacy

with gratitude for Wartburg’s German and Midwestern roots in the Lutheran spiritual and intellectual tradition and the resolve to live out these values faithfully in new contexts

Promoting Stewardship

through a culture of philanthropy that emphasizes fiscal responsibility, environmental sustainability, and the effective use of the community’s time, talents, and resources

Strengthening Community

by fostering a welcoming environment that values diversity, inclusion, and meaningful collaboration shaped by thoughtful discourse

Deepening Engagement

through a commitment to local and global partnerships, civic mindedness, lifelong learning, and authentic interpersonal relationships



The Mission of Wartburg College

Wartburg College is dedicated to challenging and nurturing students for lives of leadership and service as a spirited expression of their faith and learning.

VISION

Wartburg College will be bold and innovative in fulfilling its distinctive mission. Our integrative liberal arts curriculum and commitment to excellence in teaching and learning will challenge and nurture students to achieve their highest potential. Students will live out their learning beyond the classroom and develop a spirit of lifelong inquiry through engagement in outstanding curricular and co-curricular programs.

Wartburg College will exemplify thoughtful dialogue between faith and reason, inspired by the Lutheran intellectual and faith traditions. As an expression of our dedication to developing the whole person, we will shape opportunities for students to discover and claim their callings in the workplace and in civic life.

Wartburg College will foster an inclusive living-learning community while constructively engaging the many communities that surround and support ours. Wartburg alumni will honor their alma mater through their leadership and service in the world, their commitment to lifelong learning, and their contributions of talents and gifts.

Wartburg College will be faithful to this vision and to the needs of a changing world in order to leave a legacy worthy of our rich heritage. The entire Wartburg College community will exercise responsible stewardship of the intellectual, physical, spiritual, natural, human, and financial resources entrusted to our care.





GOAL **1**

Expand deep and integrative learning in the liberal arts tradition.

OBJECTIVE 1

Implement a student development plan based on revised college-wide learning outcomes that connect curricular and co-curricular programs.

- 1.1 Establish a faculty/staff task force to determine new college-wide learning outcomes and create a comprehensive student development plan.
- 1.2 Review outcomes and assessment strategies for co-curricular activities and programming.
- 1.3 Review institutional governance structures (committees and reporting lines) to ensure curricular and co-curricular connections.
- 1.4 Review and, if necessary, revise the Essential Education curriculum to reflect new college-wide learning outcomes.
- 1.5 Review and, if necessary, revise departmental and academic support services learning outcomes to reflect new college-wide learning outcomes.

OBJECTIVE 2

Increase opportunities for rigorous interdisciplinary and inquiry-based learning that help students develop the skills, knowledge, and dispositions necessary for a life of learning.

- 2.1 Support and expand interdisciplinary majors and minors.
- 2.2 Decrease class size in targeted inquiry-based courses (writing-, oral-, information literacy-intensive).
- 2.3 Review, revise, and consider establishing new “across the curriculum” programs.
- 2.4 Explore new academic programs such as online, certificate, and graduate offerings.

OBJECTIVE 3

Increase the capacity of Wartburg’s distinctive, integrative curricular and co-curricular programs to engage all students in meaningful, transformative educational opportunities.

(Including, but not limited to, service-learning, study abroad, undergraduate research, senior projects, leadership education, Scholars Program, internships, Wartburg West.)

- 3.1 Review involvement in current integrative programs and ensure appropriate staffing and funding to enhance or increase participation.
- 3.2 Establish working groups to explore additional opportunities as part of an overall review of distinctive programs.
- 3.3 Ensure that reflection is an integral part of participation and demonstrates interdisciplinary learning.

OBJECTIVE 4

Nurture a culture of excellence through assessment and continuous improvement strategies.

- 4.1 Affirm the use of a standard annual performance appraisal process for staff and establish a parallel process for student employees.
- 4.2 Use assessment data in all programmatic and administrative decisions.
- 4.3 Explore and establish a faculty/staff committee to assess the new college-wide learning outcomes and the connection between curricular and co-curricular programs.



GOAL 2

Strengthen a commitment to vocation.

OBJECTIVE 1

Support and sustain a campus-wide emphasis on helping students discover and claim their callings.

- 1.1 Evaluate and plan for the future of the Callings initiative.
- 1.2 Implement best practices that support holistic (mental, physical, spiritual) health.
- 1.3 Review and revise programs and facilities for excellence in Campus Ministry.
- 1.4 Expand internships, field experiences, and other “living your learning” opportunities.
- 1.5 Reflect upon and celebrate the role of student employment in vocational discovery.

OBJECTIVE 2

Honor faculty and staff for their vocations in service of education.

- 2.1 Review and, if necessary, revise current faculty and staff recognition programs.
- 2.2 Consider additional ways to share and celebrate achievements and daily work as a campus community.

OBJECTIVE 3

Honor the diverse callings of alumni and friends and increase their involvement in the lives of current students.

- 3.1 Engage more alumni as educational resources.
- 3.2 Connect students and alumni in co-curricular settings.
- 3.3 Increase continuing education opportunities for alumni.
- 3.4 Continue to recognize alumni achievement.





GOAL 3

Nurture an inclusive and vibrant mentoring community.

OBJECTIVE 1

Cultivate a welcoming campus climate that enhances student recruitment, academic success, satisfaction, and persistence.

- 1.1 Sustain a campus ethos marked by hospitality and respect.
- 1.2 Expand student recruitment beyond traditional markets.
- 1.3 Expand and establish new financial aid opportunities for students.
- 1.4 Support student success and persistence to graduation.

OBJECTIVE 2

Develop cultural competence as a dimension of learning and community life.

- 2.1 Support a diverse and culturally inclusive campus environment.
- 2.2 Develop a common understanding of cultural competence and provide opportunities for faculty, staff, and students to share their personal stories.
- 2.3 Review the curriculum to ensure that it reflects the college's commitment to diversity.
- 2.4 Increase off-campus opportunities for study and immersion.

OBJECTIVE 3

Expand mentoring programs for faculty, staff, students, and alumni.

- 3.1 Achieve excellence in academic advising.
- 3.2 Equip faculty and staff as student mentors.
- 3.3 Expand peer mentoring among faculty, staff, and students.
- 3.4 Engage alumni in student mentoring programs.
- 3.5 Expand and recognize community partnerships that benefit student learning.





GOAL 4

Provide outstanding teaching, learning, and living infrastructure.

OBJECTIVE 1

Develop and implement a master campus plan that addresses current and future facility needs, energy requirements, technology, optimum space usage, and environmental sustainability.

- 1.1 Complete a master campus facilities and infrastructure plan engaging all stakeholders.
- 1.2 Develop budgets and fundraising timelines to implement priorities identified from the master campus plan.
- 1.3 Establish an environmental sustainability plan and policies.

OBJECTIVE 2

Ensure responsible fiscal practices that demonstrate organizational strength, as well as sound financial stewardship and institutional citizenship.

- 2.1 Continue to grow tuition net revenue by no less than four percent per year through a strategic enrollment plan (tuition pricing, financial aid awarding policy, and student body size).
- 2.2 Increase philanthropic giving through current advancement programs and by implementing a new comprehensive campaign to support the key priorities of the College's strategic plan.
- 2.3 Generate adequate revenue by enhancing operations, exploring alternative sources, managing costs, and assessing and addressing organizational risk.
- 2.4 Establish cost-effective purchasing practices that support environmental sustainability and community welfare.

OBJECTIVE 3

Expand living-learning communities that foster holistic student development.

- 3.1 Provide attractive first-year residence halls that enhance student recruitment and build community.
- 3.2 Review aesthetics and capacity of upper-class housing.
- 3.3 Review current living-learning communities and expand according to student need.
- 3.4 Renovate or purchase a replacement facility for Wartburg West.

OBJECTIVE 4

Make ongoing improvements in classrooms, technology, equipment, academic support facilities, and common spaces to meet the needs of the 21st century student.

- 4.1 Develop a long-range plan for the regular replacement and upgrade of technology and equipment.
- 4.2 Develop a long-range plan to ensure that the Vogel Library and the Pathways Center continue to serve the learning needs of students.
- 4.3 Conduct regular environmental scans on the impact of technology on educational practices.





GOAL 5

Invest in the people of Wartburg College.

OBJECTIVE 1

Hire, develop, and evaluate faculty and staff for mission effectiveness.

- 1.1 Foster a shared understanding of the college's mission through faculty and staff development programs.
- 1.2 Review and, if necessary, revise the policies and practices for hiring and evaluating faculty and staff for mission effectiveness.

OBJECTIVE 2

Increase support for faculty and staff professional development and enrichment programs.

- 2.1 Increase the number of endowed positions, including rotating endowed professorships.
- 2.2 Enrich programs for comprehensive development of faculty in their work.
- 2.3 Establish a policy and increase funding for staff professional development.

OBJECTIVE 3

Attract and retain excellent faculty and staff who can fully execute the college's mission.

- 3.1 Examine the impact of compensation on hiring and retention.
- 3.2 Enhance participation in decision-making about compensation policies and practices.
- 3.3 Develop and implement communication tools that engage faculty and staff in the implementation of the strategic plan.

OBJECTIVE 4

Enhance development opportunities for college governance and advisory boards.

- 4.1 Develop comprehensive orientation and development programs for board members.
- 4.2 Develop succession plans for all external boards.





GOAL 6

Tell the Wartburg story.

OBJECTIVE 1

Develop and implement a comprehensive external marketing plan that enhances student recruitment, fundraising, and alumni engagement.

- 1.1 Develop messages that articulate the value and distinctive character of a Wartburg liberal arts education.
- 1.2 Expand visibility and recognition of the college among high school students in traditional and new recruitment markets.
- 1.3 Enhance communication with and among alumni and friends through diverse media.
- 1.4 Use market research effectively to guide decision making.

OBJECTIVE 2

Equip and empower alumni, friends, faculty, staff, and students to demonstrate the value of the Wartburg experience.

- 2.1 Support and employ off-campus travel of student groups in student recruitment and friend-raising efforts.
- 2.2 Affirm arts and athletics programs as service and outreach to the community.
- 2.3 Increase engagement of faculty, staff, and alumni as partners in student recruitment, fundraising, and relationship-building efforts.
- 2.4 Develop and implement communication tools that engage external stakeholders in the implementation of the strategic plan.

OBJECTIVE 3

Enhance communication within and among internal audiences to advance the college's mission.

- 3.1 Develop plans to improve communication and transparency.
- 3.2 Create new opportunities for informal interaction and dialogue among and between faculty, staff, and students.
- 3.3 Enhance participation in decision making related to key college functions.

OBJECTIVE 4

Engage and serve the Cedar Valley and wider communities in ways that are mutually beneficial.

- 4.1 Publicize and celebrate ways that Wartburg serves and benefits the local and broader community, as well as churches and other religious communities.
- 4.2 Explore or develop new opportunities that generate revenue for the college while meeting community needs.



Commission on Mission Summit Meeting Participants

ARIZONA

Ken Barr '67
Scottsdale, Ariz.

Gary and Donna Hoover
(hosts)
Scottsdale, Ariz.

Carolyn Johannsen '62
Chandler, Ariz.

Norm and Fran '60
Johansen
Mesa, Ariz.

Dr. Gerald Kleinfeld
Chandler, Ariz.

Ronald '65 and Mary
Ellen '66 Koplitz
Tempe, Ariz.

Dale '75 and Barb '75
Kvittem-Barr
Peoria, Ariz.

Bob Nelson '65
Surprise, Ariz.

Steve Platte '69
Scottsdale, Ariz.

Bob Rubenow '54
Fountain Hills, Ariz.

Greg Stark '84
Scottsdale, Ariz.

Jim '63 and Char '63
Ward
Scottsdale, Ariz.

Jim Wessel '91
Phoenix, Ariz.

CALIFORNIA

Al Buenning '64
Evergreen, Colo.

Jan Felberg '75
Laguna Niguel, Calif.

Doug Fencl '75
Oceanside, Calif.

Jim '51 and Barb '52
Fritschel
Thousand Oaks, Calif.

Chuck Johannsen '56
Dana Point, Calif.

Lindley and Joanne '69
Jones
San Francisco, Calif.

Luke '58 and Marilyn
Mohr (hosts)
Indio, Calif.

Jack '52 and Margaret '53
Volkman
Lemon Grove, Calif.

Erland Wittig '76
El Segundo, Calif.

CEDAR RAPIDS

Jim Adix '60
Marion, Iowa

Chuck Augustine '94
Cedar Rapids, Iowa

Gordon Baustian '76
Cedar Rapids, Iowa

Lis Erickson '97
Iowa City, Iowa

Barry Greene '63
Iowa City, Iowa

Mark '71 and Lesley '72
Pries
Iowa City, Iowa

Kristin Roberts '00
Cedar Rapids, Iowa

Dennis '66 and Gwen '67
Rubenow
Cedar Rapids, Iowa

Carla Schulz '82
Cedar Rapids, Iowa

Gil '59 and Mary '60
Wessel (hosts)
Tomahawk, Wis.

Madge White '59
Lost Nation, Iowa

Cheryl Wilms '85
Cedar Rapids, Iowa

Curt '51 and Joan '51
Wuest
Coralville, Iowa

CEDAR VALLEY

Jerry Albert '69
Cedar Falls, Iowa

Sarah Albertson-Corkery
'98
Cedar Falls, Iowa

Scott Becker '83
Gilbertville, Iowa

Monte Bowden '88
Cedar Falls, Iowa

Lynn Butterbrodt '66
Mt. Pleasant, Iowa

Brian King '92
Cedar Falls, Iowa

Homer Larsen
Cedar Falls, Iowa

Dave Leonhart '96
Waterloo, Iowa

Gene and Pat Leonhart
(hosts)
Denver, Iowa

Brent Matthias '92
Waverly, Iowa

John '62 and June '61
Mehlhaus
Dysart, Iowa

Jim Mudd, Jr.
Cedar Falls, Iowa

Larry '65 and Emma '65
Olk
Sheffield, Iowa

Duff Ridgeway '92
Waverly, Iowa

Lisa Schmitz '85
New Hartford, Iowa

Jeff Schumacher '88
Denver, Iowa

Julie Skinner '84
Independence, Iowa

Ron '70 and Nancy '70
Wartick
Asbury, Iowa

CHICAGO

Carol Becker '70
Park Ridge, Ill.

Sue Cahalan '79
Wheaton, Ill.

Amy Chamley
Champaign, Ill.

Beth Nelson Chase '77
Mount Morris, Ill.

Shon Cook '91
Twin Lake, Mich.

Marjory Corbet '53
Bradley, Ill.

Stacy Drumtra '00
Mt. Prospect, Ill.

Warren Freiheit '70
Chatham, Ill.

Wally and Joann Kilgus
Morrison, Ill.

Ray '65 and Judy '65
McCaskey (hosts)
Chicago, Ill.

Ray Narducy '69
Evanston, Ill.

Stacy Rungaitis '88
Woodridge, Ill.

Darrell '61 and Ruth '63
Schlange
Palos Heights, Ill.

Arne and Gayle Selbyg
Chicago, Ill.

Ashton and June Waller
Champaign, Ill.

Larry Wick '61
Chicago, Ill.

DENVER

Bill Behrens '55
Westminster, Colo.

Eric '54 and Carolyn '57
Biedermann
Fort Collins, Colo.

Glen Colton '78
Fort Collins, Colo.

Wilbur '60 and Marilyn
'60 Flachman (hosts)
Westminster, Colo.

Liz Huffman '00
Edgewater, Colo.

Joe Hughes '03
Boulder, Colo.

Renee Leonard '02
Denver, Colo.

Linda Loflin '84
Colorado Springs, Colo.

Bill Moeller '54
Denver, Colo.

Phil Moeller '58
Greenwood Village, Colo.

Chris Pipho '56
Arvada, Colo.

Matt Weissenbuehler '87
Parker, Colo.

DES MOINES

Lori Brandau '93
Johnston, Iowa

Randy Brubaker '80
Johnston, Iowa

Casey Cason '88
West Des Moines, Iowa

Susan Cigelman '75
Des Moines, Iowa

Ed '82 and Carla
Engelbrecht (hosts)
Pella, Iowa

Mark Fasse '73
Urbandale, Iowa

Mike '63 and Doris '64
Hamm
Urbandale, Iowa

George Hanusa '54
Des Moines, Iowa

Jaimie Hesterberg '00
Windsor Heights, Iowa

Harry Hinrichs '57
Johnston, Iowa

Rachelle Johnson '92
Montezuma, Iowa

Gwen Luepke '77
Des Moines, Iowa

Matt McNamara '02
West Des Moines, Iowa

Jack '77 and Rachel '77
Mithelman
Des Moines, Iowa

Steve Noah '71
Oskaloosa, Iowa

Jeff Plagge
Spirit Lake, Iowa

Marty Rathje '73
Ankeny, Iowa

Joan Sheridan '91
West Des Moines, Iowa

Kevin '00 and Abigail '00
Smith
Urbandale, Iowa

John Swanson '79
West Des Moines, Iowa

John Thalacker '65
Fort Dodge, Iowa

David Van Ahn '64
West Des Moines, Iowa

Paul Zietlow '65
Urbandale, Iowa

FLORIDA

Mark Baldwin
Cedar Falls, Iowa

Donald '54 and Mary
Johnson
Davenport, Fla.

Mike and Marge McCoy
(hosts)
Fort Myers, Fla.

Larry '60 and Ruth '59
Niemann
Fort Myers, Fla.

Joanne North '62
Bonita Springs, Fla.

Julius Roehl, Jr. '59
Palm Beach Gardens, Fla.

Gerri Westlund '56
Fort Myers, Fla.

KANSAS CITY

Joni Burgoyne '79
Blue Springs, Mo.

Nate '03 and Tara '03
Eberline
Olathe, Kan.

Dan Gerdes '87
Warrensburg, Mo.

Curt '64 and Cherry '67
Klaassen (hosts)
Leawood, Kan.

Jim Roeber '57
St. Joseph, Mo.

Elizabeth Wenske-
Mullinax '75
Overland Park, Kan.

Paul Wenske '70
Overland Park, Kan.

MADISON

Bud '53 and Dona '54
Buchheim
Morrisonville, Wis.

Bob Herder '51
Appleton, Wis.

Board of Regents

Gary '70 and Nancy '70 Hertel
Madison, Wis.

Jim Loveridge '69
New Berlin, Wis.

David Peschau
LaCrosse, Wis.

Penny Prior
New Berlin, Wis.

Jack '82 and Sarah '82 Salzwedel (hosts)
Middleton, Wis.

Dennis Wendt '64
Oshkosh, Wis.

Bill Wessels '81
Wausau, Wis.

MINNEAPOLIS

Darold Beekmann '57
St. Louis Park, Minn.

Brad Bowman '85
Woodbury, Minn.

Fred Gonnerman '55
Northfield, Minn.

David Grube '61
Minneapolis, Minn.

Grayce Hartman '60
Woodbury, Minn.

Paul Hesterberg '57
St. Paul, Minn.

Sue Hix '70
Princeton, Minn.

Melinda Hoke '75
Marine on St. Croix

Harold '58 and Grace '61 Kurtz
New Brighton, Minn.

David Latta '80
Plymouth, Minn.

Chuck Lutz '53
Minneapolis, Minn.

Penny Meier '83
Plymouth, Minn.

Steve Meirink '99
Farmington, Minn.

Darryl Meyer '63
Albert Lea, Minn.

Mark Reinhardt '80
Eagan, Minn.

Rachel Riensche '80 (host)
Edina, Minn.

Wesley Schaller '69
Burnsville, Minn.

Melissa Steen '89
Edina, Minn.

Harold Webster '63
Buffalo, Minn.

SEATTLE

John '58 and Mary '58 Adix
Lakewood, Wash.

Joel Alexander '86
Salem, Ore.

Herman '49 and Dorothy '48 Diers
Tacoma, Wash.

William Hamm '66
Waverly, Iowa

Arlyn '61 and Ruth '62 Saathoff
Gig Harbor, Wash.

Paul '59 and Pamela Schell (hosts)
Langley, Wash.

TEXAS

Pete '52 and Lois Becker
Arlington, Texas

Myrna Bomhoff
Austin, Texas

Larry Collmann '61
Austin, Texas

Tom '61 and Linda '61 Maik (hosts)
San Antonio, Texas

Ed '61 and Rennie '61 Scharlau
Austin, Texas

Keith '63 and Helene '65 Stadtmueller
Seguin, Texas

WAVERLY

Marvin '58 and Eileen '60 Behrens

Joe '71 and Julie '73 Breitbach

Jean Byl '67

Terry '65 and Sandi '66 Dahlquist

Dennis '59 and Karen '61 Dickman

Millie Dieter '55

Al Disrud

Gene Drape

Carolyn Eggers

Jim Ellefson '74
Marshalltown, Iowa

Glenn Fenneman '62

Fred '67 and Sue '69 Hagemann (hosts)

Gracia Harms

Dorothy Hertel '49

Mel '52 and Rose '53 Kramer

John '53 and Laurel Kurtz

Buzz and Miriam Levick

Paul '63 and Anne '64 Mardorf

Linda Moeller '66

Beth Olson '85

Marv '61 and Jan '63 Ott

Bill '57 and Jan '59 Striepe

Jon '58 and Gloria '60 Tehven

Arne Waldstein

Shirley Walker

Bill Waltmann '56

Ed Zelle '49

Les Zelle '48

Warren and Barbara Zemke

YOUNG ALUMNI

Sarah Christopherson '01
Waterloo, Iowa

Delford '06 and Stephanie '06 Doherty
Minneapolis, Minn.

Mark Forsyth '07
Minneapolis, Minn.

Travis Graven '01
Waukee, Iowa

Lucy Joseph '07
Iowa City, Iowa

Karie Just '07
Des Moines, Iowa

Jeff Meyerholz '97
Center Point, Iowa

Whitney Mitvalsky '07
Waverly, Iowa

Andy '03 and Jessica '03 Pollock
Ankeny, Iowa

T.J. Raymer '06
Des Moines, Iowa

Julie Reed '05
Northfield, Minn.

Jeremy Reichel '04
New Hope, Minn.

Matt '04 and Cassy '04 Townsley
Cedar Rapids, Iowa

Kristin Wendland '00
Ettrick, Wis.

Tara Young '03
Dallas, Wis.

Ruth Bahe-Jachna '80
Chicago, Ill.
Vice Chair of the Board
Chair, Enrollment Management
Comm.

Mark Baldwin
Cedar Falls, Iowa

Dr. Grady Ballenger
DeLand, Fla.

Dorothy Bowen '53
Anaheim, Calif.

Dr. Hans-Peter Brodhun
Eisenach, Germany

Dr. Darrel Colson
Waverly, Iowa

Shon Cook '91
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Dr. Marilyn Flachman '60
Westminster, Colo.

Fred Hagemann '67
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Sherman Hicks
Chicago, Ill.

Gary Hoover
Scottsdale, Ariz.

Rachelle Johnson '92
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Chair, Student Life Comm.

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Liz Mathis
Cedar Rapids, Iowa
Vice Chair of the Board
Chair, Academic Affairs Comm.

Ray McCaskey '65
Chicago, Ill.
Chairman of the Board

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Ellison Bay, Wis.
Vice Chair of the Board
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Madison, Wis.

Rachel Riensche '80
Edina, Minn.
Chair, Committee on Board Affairs

Jack Salzwedel '82
Madison, Wis.
Chair, Investment Sub-Comm.

Günter Schuchardt
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Robert J. Severson '66
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Former Board of Regents Chair in Ethics

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Chief Executive Officer
Iowa Laser Technology

* Dr. Fred Waldstein '74
Professor of Political Science
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Director, Institute for Leadership Education

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Northeast Iowa Synod, ELCA

* The Rev. Dr. Kathryn Kleinhans
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* Dr. Fred Ribich
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Professor of Computer Science

Gloria Campbell (2008)
Associate Professor of Business
Administration and Economics
Hagemann Professor in Business

Dr. Lynn Olson (2008-09)
Professor of Mathematics/Computer
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* Dr. Ted Reuter (2009-10)
Professor of Music

Task Force Members

Leadership

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CISCO

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Dr. Scott Fullwiler
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James Leach Chair in Banking
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Dr. Erika Lindgren
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Marjorie O'Konski
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Dr. Lynn Olson
Professor of Mathematics/Computer
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Assistant Director, Institute for
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STAFF

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Service

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Timothy Ewest
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Dr. Sonja Lynch
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KWVL-TV

Faith

ALUMNI/COMMUNITY

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Dr. Daniel Black
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Dr. Karen Black
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Chair, Department of Music
College Organist

Dr. Rebecca Blair
Professor in Residence of Liberal Studies

Dr. William Earl
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Head Cross Country Coach
Assistant Track and Field Coach

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Former Lecturer in Communication Arts

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STUDENT

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Learning

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Dr. Jeffrey Walczyk '83
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Family Health Partners of Quad Cities

Dr. Lawrence Wick '61
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Retired Pastor

FACULTY

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Chair, Department of Religion and
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* *Strategic Planning
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Additional SPC members include
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Scott Leisinger '87, Vice President
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Wartburg College is a selective liberal arts college of the Lutheran Church (ELCA), nationally recognized for community engagement.