

Every Workplace in Every Nation

A Strategic Vision for LeTourneau University

2010-2015

Members of the Trustee Committee

Wayne Trull
Paul Glaske
Patrick Bertsche
Steve Voelzke
Dale Lunsford

Members of the University Strategic Planning Committee

Dale Lunsford, President, Chair
Marila Palmer, Executive Vice President for External Relations, Vice Chair
Kyun Lee, Faculty
Harold Carl, University Chaplain
Roger Gonzalez, Associate Vice President for Scholarship & Research
Linda Fitzhugh, Vice President for Enrollment Services
Matt Poelman, TFO President
Carol Green, Vice President for Graduate & Professional Studies
James Christophersen, Student Government President
Amiel Jarstfer, Dean, School of Arts and Sciences
Robert Hudson, Executive Vice President for Academic Affairs
Bob Wharton, Dean, School of Business
Kathy Stephens, Faculty, School of Education
Fred Ritchey, Dean, School of Aeronautical Science
Carlton Mitchell, Director of Cultural Competence
Bill McDowell, Executive Vice President for Business and Administration
Mike Hood, Vice President for Financial Affairs
Corey Ross, Dean of Students
Matthew Henry, CIO

Members of the University Administration

Dale Lunsford, president

Bill McDowell, executive vice president

Robert Hudson, executive vice president

Marila Palmer, executive vice president

Linda Fitzhugh, vice president

Corey Ross, dean of students

Matthew Henry, chief information officer

Mike Hood, vice president

Ben March, vice president

Carol Green, vice president

Prologue

This document is the result of 28 months of strategic thinking about LeTourneau University's future. The process began with a week of university-wide prayer in January 2008. The resulting vision statement was affirmed by the Board of Trustees two years ago in April 2008. In the time since, a university strategic planning committee has developed thoughtful "white papers" exploring the implications of the "Every Workplace - Every Nation" strategic vision. A comprehensive environmental analysis was developed and over 1,000 constituents of LeTourneau (parents, students, faculty, staff, friends, and associates) responded to a survey with feedback on the university's strengths and weaknesses and an evaluation of possible strategic directions.

Board Chair Wayne Trull appointed an ad hoc board committee to evaluate the accumulated input and add a Board level perspective to implementing the university vision. That committee has unanimously recommended full board approval of the strategic plan that follows.

The following *Every Workplace in Every Nation* strategic plan defines five commitments that give direction to the university between now and 2015. The President is charged with implementing the plan and giving annual progress reports to the Board. In 2015, a comprehensive review of progress will be evaluated by the Board.

Our vision is for LeTourneau University to take a leadership role in claiming every workplace in every nation for Jesus Christ. This will occur by graduating a new generation of leaders who will go into their workplaces with professional competence, Christ-like character, and the power of God's Holy Spirit guiding them to see their work as a holy calling with eternal significance. Indeed, changing the workplace for Christ will change all society and impact the eternity of millions.

A Timeline of the Strategic Planning Process

| | |
|-------------|--|
| Spring 1998 | Trustees adopt 1997-2008 Strategic Plan |
| Spring 2008 | University-wide visioning process implemented |
| April 2008 | Trustees adopt "Every Workplace-Every Nation" vision |
| Fall 2008 | University strategic planning committee begins work |
| Fall 2009 | Trustee ad hoc committee begins work |
| | Survey of all university constituencies |
| | Emerging strategic imperatives from university committee are presented by President and discussed with faculty and staff |
| | Spring 2010 University committee completes work with environmental analysis and ranking of recommendations |
| | Eleven campus forums are conducted by President to collect feedback from faculty and university leaders |
| April 2010 | Board considers strategic plan recommendation from ad hoc strategic planning committee |
| May 2010 | Annual goals to be developed for administrative unit |
| Fall 2010 | Strategic Plan Steering Committee to be created and meet regularly to implement the plan |
| | Feasibility research on fundraising campaign to be conducted |
| Spring 2011 | First annual progress report to Board |
| Fall 2016 | Comprehensive review of strategic plan |

Guiding Documents

The University mission statement

LeTourneau University is a co-educational, interdenominational Christian university built upon a foundation of Biblical authority, which seeks to glorify God by integrating faith, learning, and living. Recognizing that all knowledge comes from the Creator, the university helps students develop a maturing relationship with God, encouraging them to know Him through His Son, Jesus Christ.

LeTourneau is a comprehensive academic institution, offering undergraduate, graduate, and continuing education, and setting standards of excellence in engineering, technology, the liberal arts, business, aeronautical science, education, and the sciences. These programs are distinguished by real life problem-solving opportunities. At the core of all programs is an emphasis on developing communication and critical thinking skills.

This integrated philosophy of education extends to all aspects of student life at LeTourneau, providing tangible opportunities for intellectual, spiritual, emotional, social, and physical development. LeTourneau helps students mature and develop leadership skills, self-sufficiency, and self-discipline by providing a campus community that enables faculty, staff, and students to interact on a uniquely personal level. In addition, our university encourages the faculty and staff to serve as role models in spiritual, personal, and professional growth.

Beyond its campus in Longview, Texas, the university is mindful of the need for service and Christian witness in the broader community and throughout the world. LeTourneau serves its community through research and by responding to the need for educational programs to adult students at off-campus sites and educational centers. It encourages in its students the qualities of ingenuity and entrepreneurship that contribute to free enterprise and the democratic process. In addition, LeTourneau attracts students from many nations, sensitizing all students to other cultures. And it encourages students to responsibly communicate their views, values, and Christian faith to the world.

The University vision statement

Claiming every workplace in every nation as our mission field, LeTourneau University graduates are professionals of ingenuity and Christ-like character who see life's work as a holy calling with eternal impact.

Statement of values guiding strategic planning at LeTourneau University

A strategic vision for LeTourneau University will:

- Honor Jesus Christ as the central focus of all we do as a learning and living community;
- Affirm our mission as an interdenominational university built upon a foundation of Biblical authority with trustees, faculty, and staff united by a shared statement of faith;
- Recognize our identity as a comprehensive university with a proud heritage and notable competencies in preparing students to lead with ingenuity and integrity in technological, scientific, business, education, and liberal arts professions;
- Acknowledge our leadership role in educating working adults with innovative programs and pedagogies;
- Build upon the legacy of LeTourneau graduates serving God in mission fields across the globe.

Commitments of the LeTourneau University Strategic Vision

We are committed to educate a new generation of leaders who effectively integrate their Christian faith and professional calling.

"We are ambassadors for Christ; certain that God is appealing through us..."
2 Cor 5:20

Since our founding, God has enabled LeTourneau University to uniquely answer the Great Commission by equipping students to bring the Good News of Christ into a variety of workplaces and professional ministries. Today's workplace is a mission field of particular importance.

To be ambassadors for Christ requires working with professional competence, Christ-like character, and vision to see work not as an instrument for material gain but as a holy calling with eternal impact.

We will:

- Continue our commitment to Christ-centered higher education in all we do;
- Assemble advisory councils of external leaders to advise each academic school on the integration of faith and vocation within specific professions;
- Define new curricular and co-curricular initiatives to prepare students to know the Christian faith and live it in the workplace;
- Enhance our relationship with church congregations, Christian schools, and home school organizations;
- Create a *Center for Faith in Work*.

We are committed to meet the changing needs of students who seek a Christ-centered residential university education.

"Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is -- His good, pleasing, and perfect will." Rom 12:2

A four-year residential education within a vibrant Christian community of learners remains a unique opportunity for intellectual, emotional, physical and spiritual development. The Longview campus of LeTourneau University provides such a unique environment for personal growth during the especially impactful years of early adulthood. With an unapologetic commitment to Christ remaining at the core of a LeTourneau University education, we recognize the need for continuous improvement in our curricular, co-curricular and administrative programs so that the residential university remains effective and sustainable to impact culture in a world of dramatic change.

To continue our tradition of excellence in residential Christ-centered education,

We will:

- Increase ethnic diversity on the residential campus;
- Improve the success of students so that graduation rates rise
- Review the general curriculum, chapel, and extracurricular spiritual development to create a discipleship program for students;
- Enrich the student experience with expanded campus life, activities, and intercollegiate athletics opportunities;
- Increase the number of endowed scholarships;
- Make capital improvements to accommodate changes in technology, enrollment and academic programs;
- Develop a sustainable financial model for the residential campus.

We are committed to achieve excellence as a Christ-centered university of exceptional professional programs.

"Whatever you do, work at it with all your heart, as working for the Lord, not for men...it is the Lord Christ you are serving." Col 3:23-24

Our historic focus on preparing undergraduate students for professional careers, especially in technical professions, has made LeTourneau University unique in the world of Christian higher education. More recently, the university's non-traditional academic programs have enabled the education of many thousand business and education professionals, both in undergraduate and graduate studies. The LEAP and GAPS initiatives have established the university as a national leader in the delivery of Christ-centered higher education to adult, non-residential students.

From this special place of leadership in Christian higher education, LeTourneau University has the opportunity to impact more professions with new academic programs.

We will:

- Continue and build upon our highly regarded excellence in engineering and aeronautical science;
- Seek growth with academic excellence within each academic school;
- Add to our portfolio of academic programs, both undergraduate and graduate, with focus on professional preparation in areas of strategic opportunity such as healthcare;
- Respond to changing demand for higher education with online delivery, transfer student pathways, academic programs for high school and college age students beyond the Longview residential campus, and other collaboration between the residential and non-residential programs;
- Promote migration from LeTourneau undergraduate to graduate programs;
- Grow adult enrollment with new academic programs and education centers.

We are committed to be a university of global influence.

"The earth is the Lord's and everything in it, the world, and all who live in it;"
Psalm 24:1

LeTourneau graduates can be found in all corners of the world in a variety of professional pursuits. Our vision is to build on this success and grow our influence for Christ around the globe. Future leaders in all professions will require a global perspective. The university's excellent academic programs create an opportunity to recruit international students to study here and return to workplaces around the world with a Christian worldview. A culture of hands-on learning and ingenuity in combination with high ability faculty, staff and students allow us to create unique service learning experiences that address global problems and social injustices in a manner that brings glory to God.

To be a university of global influence, we will:

- Create a LeTourneau presence in each region of the world by implementing exchange relationships with other Christian universities;
- Review and revise our general education curriculum to include learning outcomes that result in graduates with a global perspective;
- Internationalize the residential campus with study abroad options, the study of global topics and languages, and by recruiting international students;
- Create a faculty development fund for international travel;
- Modify the university calendar to create a field experience term;
- Establish a *Center for Global Service Learning* with a mission to connect faculty and students with opportunities to demonstrate God's redemptive love in the solving of global problems and social injustices.

We are committed to develop the capabilities, structure, and resources to achieve our vision.

"Seek first the kingdom of God and His righteousness, and all these things will be provided for you." Matthew 6:33

By seeking Him first in all our endeavors, LeTourneau University has been blessed of God to experience His provision. Progress toward our vision of claiming every workplace in every nation for Christ begins with a commitment to prayer. With thanksgiving for His vision, we prayerfully lift all our needs to God with confidence that He who started the good work that is LeTourneau University will be faithful to complete the university's God-given calling.

We will:

- Defend our independence to operate the university according to the principles of our Christian faith;
- Grow funding for operations, endowment, and capital needs;
- Invest in a marketing plan that builds the LeTourneau brand and is effective for both the residential and the non-traditional programs;
- Develop specific initiatives to more successfully recruit Texas residents;
- Enhance our capability to meet the rapid pace of changing technology needs;
- Review and address faculty workloads as needed to support a faculty of competence and Christian character delivering programs of excellence;
- Revise the university organization structure as needed to effectively implement the university strategic vision;
- Develop a strategic thinking organization with leaders empowered to continually learn and improve the university's performance.

Appendices

Executive Summary of Constituent Survey

Dr. Paul Corts, president of the Council of Christian Colleges & Universities, was commissioned to survey LeTourneau University constituents on issues of importance in strategic planning. Nearly 12,000 individuals were asked to participate in October 2009 with 1,090 responses received. The results were judged to be statistically significant with a 95 percent confidence interval.

Twelve constituent groups were surveyed: full time faculty, adjunct faculty, traditional students, non-traditional students, staff, parents, administrators, traditional alumni, non-traditional alumni, friends (including donors and trustees), advisory councils, and organizations associated with the university. The important faculty constituent had a 61% response rate.

Respondents gave a very strong affirmation of the *Every Workplace-Every Nation* vision statement. 91% said the vision honors the university's founders. 86% found the vision compelling and 77% agreed that the vision encouraged them to support the work of the university.

The constituent survey resulted in an assessment of the university very similar to the one developed by the university planning committee. Common themes describing the strength of LeTourneau included: Christ-centered heritage/reputation; caring and dedicated faculty and staff; and academic reputation. Common themes describing the weaknesses of the university included: limited academic programs, lack of scholarships/endowment; poor communication. Overall, the constituents were very positive in their assessment of LeTourneau.

Common themes reported for future challenges facing the university included: containing costs/remaining affordable; maintaining Christian identity/spiritual values; and retaining and recruiting quality faculty. When asked to suggest future new academic programs the university should consider, a large and diverse set of responses was received. The three most common categories of academic programs suggested were nursing and health services, performing arts, and engineering.

Executive Summary of Environmental Analysis

The university strategic planning committee was asked to assess environmental influences now facing or likely to impact LeTourneau in the future. Work groups developed analysis in the following areas: enrollment management, traditional academic programs, GAPS academic programs, finance and facilities, student life, faith in the workplace initiatives, and international initiatives. The resulting reports were considered by the university committee and the trustee committee.

Several major conclusions were derived from the environmental analysis:

- The university's financial condition is dependent upon tuition with an endowment much smaller than peer schools.
- LeTourneau students are increasingly dependent upon government grants and guaranteed loans to finance tuition expenses.
- Traditional programs on the Longview campus are growing but future enrollment is threatened by demographic, economic, and sociological trends.
- Research indicates academic quality (faculty and job placement), Christian atmosphere, and positive reputation explained why freshmen chose LeTourneau.
- Dramatic changes in the characteristics of entering freshmen are significant. They are more likely to be female and Hispanic. They arrive with an increasing number of college credit already earned. They are seeking online coursework even as part of their traditional residential schedule. They know less of the Bible and the faith.
- Analysis of future job growth indicates growth in scientific, engineering, and technical professions where LeTourneau is strong and in health professions where LeTourneau has few programs.
- Adult education programs represent one-half of the university's revenue and nearly 100% of the university's funds for program and capital development. The non-traditional market is the fastest growing in higher education and LeTourneau is facing increased competition.
- Flagship programs in Engineering and Aeronautical Science face increasing competition from within Christian higher education (Liberty, Calvin, Cedarville).
- The number of international students coming to the U.S. for higher education is growing and Texas is one of the top host states.

The work teams were also asked to recommend actions that would align the university with changes in the environment and the Every Workplace - Every Nation strategic vision. A total of 155 recommendations were made. Although no feasibility study of any recommendation was conducted, the committee was asked to make an initial prioritization of the possible strategies using a pareto-type exercise.

Examples of recommendations ranked as priorities for the university strategic plan:

- Establish a research center for Faith & Work.
- Establish "Handong-like" partnerships with Christian universities worldwide.
- Establish a center for Global Service Learning.
- Equip students to dialogue on Christ-centered and opposing worldviews.
- Develop a campus-wide faculty and staff led biblical discipleship program for students.
- Recruit more Texas residents especially ethnically diverse students.
- Increase our visibility within churches and Christian schools.
- Redesign the undergraduate business school with consideration of designing a 3-year degree program, with increased student interaction in the Dallas/Houston business centers, and adding international study opportunities.
- Utilize online and hybrid courses to supplement current residential offerings.
- Create innovation teams with mandate to launch new academic programs quickly.
- Establish a Graduate School of Theology.
- Change the university calendar to create field experience windows (a J-term).
- Pursue an ROTC program.
- Recruit more female students.