

Every Workplace in Every Nation

A Strategic Vision for LeTourneau University

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

Strategic Plan Update 2015-2020

Approved by the Board of Trustees April 16, 2015



Members of the Trustee Ad-Hoc Committee

Patrick Bertsche, Chair
 Dr. Larry Mercer, Vice Chair
 Gene Frost, Trustee
 Jim Schreder, Trustee
 Dr. Dale Lunsford, President

Members of the University Long Range Strategic Planning Committee

Dr. Dale Lunsford, President, Chair
 Dr. Philip Coyle, Provost and Executive Vice President
 Dr. Harold Carl, University Chaplain
 Dr. Steven Mason, Associate Provost and Dean of Faculty
 Dr. Robert Hudson, Vice President for Online and Graduate Enrollment
 Dr. Stephanie Kirschmann, Associate Provost for Academic Administration & QA
 Fred Ritchey, Dean, School of Aviation and Aeronautical Science
 Carlton Mitchell, Director of Student Support Services
 Dr. Terry Cruse, Vice President for Enrollment
 Mike Hood, Vice President for Finance and Administration
 Dr. Ron Sones, Dean, School of Business
 Matthew Henry, Dean, Center of Innovative Technology and Learning
 Avery Cheeley, Student Government President
 Dr. Bill Peel, Executive Director, Center for Faith and Work
 Dr. Kimberly Quiett, Dean, School of Nursing
 Dr. Wayne Jacobs, Dean, School of Education
 Dr. Ronald DeLap, Dean, School of Engineering and Engineering Technology
 Eric McCrory, Executive Director, Development
 Dr. Aaron Kuecker, Director, Honors Program
 Dr. Patrick Mays, TFO President
 Dr. Kelly Liebengood, Chief Global Initiatives Officer
 Dr. Larry Frazier, Dean, School of Arts and Sciences
 Dr. Kristy Morgan, Dean of Students

Members of the University Administration

Dr. Dale Lunsford, President

Dr. Philip Coyle, Provost and Executive Vice President

Dr. Steven Mason, Associate Provost and Dean of Faculty

Dr. Robert Hudson, Vice President for Online and Graduate Enrollment

Dr. Stephanie Kirschmann, Associate Provost for Academic Administration & QA

Matthew Henry, Dean, Center of Innovative Technology and Learning

Mike Hood, Vice president for Finance and Administration

Dr. Terry Cruse, Vice President for Enrollment

Dr. Kristy Morgan, Dean of Students

Dr. Kelly Liebengood, Chief Global Initiatives Officer

Eric McCrory, Executive Director, Development

Executive Summary

In 2008, the university adopted a bold vision statement grounded on the foundational truths that God seeks to redeem His creation and LeTourneau University is uniquely equipped to educate students called to claim “*every workplace in every nation*” as their place of Christian mission.

A strategic plan implemented in 2010-2015 yielded significant results including:

- A renewed focus on the founding mission of the university to find God in one’s professional work;
- Completion of more than \$40 million in improvements to the academic, athletic, and student life facilities of the residential campus;
- Growth in both the academic quality of the institution as well as the Engineering and the residential campus enrollment;
- Adoption of the “One University” model for academic oversight and student services;
- A more global campus characterized by international students studying in Longview and LETU students studying and serving across the world;
- And the completion of the university’s most ambitious fundraising campaign.

In the 2014-15 academic year, university constituencies collaborated to create a 2015-2020 update to the Every Workplace Every Nation strategic plan. Working from the institution’s Statement of Purpose, the plan sets three goals to advance LETU to 2020.

Goal: Extend the university’s reach to more workplaces in more nations.

Goal: Model to our world a God-honoring workplace by creating a community for LETU faculty, staff and students to flourish.

Goal: Define a compelling and courageous future for the university in its centennial year 2046.

Strategies and key performance indicators (KPI) are defined for each goal and a schedule of annual review is set forth.

A Timeline of the Strategic Planning Process

April 2008	Trustees adopt "Every Workplace-Every Nation" vision
April 2010	Board approves 2010-2015 Strategic Plan
April 2014	Board approves <i>Statement of Purpose</i> to guide strategic planning
August 2014	President launches 2015-2020 planning process and calls campus to pray
August 2014	Campus input begins with annual All-Faculty meeting
August 2014	Community leaders in the President's Advisory Council are interviewed
September 2014	Campus invited to Five Trend Workshops
September 2014	Emerging Issues Survey completed by university leadership
September 2014	Goals survey administered to faculty, staff and students
Sept 2014- Mar 2015	Meetings of the Long Range Planning Committee
October 2014	Input from Alumni Council
November 2014	Imagine 2020 Planning exercise with Board of Trustees
January 2015	Meeting of the Trustee Ad Hoc Committee
February 2015	Meeting of the Trustee Ad Hoc Committee
March 2015	Four campus forums with faculty
April 2015	Board reviews and acts on 2015-2020 Plan

Future Timeline for Plan Approval and Implementation

Plan Creation:

April 16, 2015	Board approves institutional goals for 2020
May 31, 2015	Cabinet officers approve administrative area goals for 2020
May 31, 2015	Deans approve Academic School goals for 2020
July 31, 2015	Administrative units approve goals for unit IE (institutional effectiveness report)
Sept 30, 2015	Academic units approve goals for unit IE

Annual Plan Reviews (to commence 2016):

May 31	Administrative units update IE progress
Jun 30	Cabinet Officers update IE progress
Aug 31	Academic units update IE Progress
Sep 30	Academic Deans update IE progress
Oct 15	LRPC meets in retreat to review strategic plan progress
Nov 5	Annual President's report to Board of Trustees

Guiding Documents

Statement of Purpose

HISTORICAL IDENTITY Established in 1946, the University is the result of the work and dreams of R.G. and Evelyn LeTourneau. The University still pursues the great skills, character, and passions of R.G. LeTourneau – engineer, entrepreneur, inventor, businessman, missionary, and Christian leader. LeTourneau University is an institution of higher education that is coeducational, interdenominational, and evangelically-Christian. Historically, the University is most well-known for providing excellent professional and technical training and expertise paired with personal, hands-on learning experiences throughout its comprehensive slate of academic programs. The University provides a distinctly Christ-centered approach to teaching and learning.

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.

MISSION STATEMENT LeTourneau University is a comprehensive institution of Christian higher education where educators engage learners to nurture Christian virtue, to develop competency and ingenuity in their professional fields, to integrate faith and work, and to serve the local and global community.

GOALS LeTourneau University educates students who:

- Demonstrate competency and ingenuity in their professional fields
- Integrate Christian faith and work: understanding their vocation within the triune God's grand story of redemption revealed in Scripture
- Engage the local and global community

LeTourneau University is an educational community that:

- Fosters an engaging environment conducive to teaching and learning
- Cultivates Christian virtue
- Contributes to the enrichment and service of the local and global community

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

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

We are committed to be a university of global influence.

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

2015-2020 Strategic Plan

GOAL: EXTEND THE UNIVERSITY'S REACH TO MORE WORKPLACES IN MORE NATIONS

Strategy 1: Implement a five-year strategic enrollment plan.

Key Performance Indicators (KPI):

KPI 1.1.1:

By October 2015, a recruitment and retention plan is completed that places more LETU graduates into more workplaces in more nations; increases the number of enrolled transfer students, international students, and graduate students; and is intentional in shaping the academic and faith characteristics of each incoming class. The plan identifies programs with greatest enrollment growth potential and sets annual enrollment targets for the university and for each academic school.

KPI 1.1.2:

Total university enrollment grows annually to 4,000 by Fall 2020.

KPI 1.1.3:

1,200 students reside in campus housing by Fall 2020.

KPI 1.1.4:

Degree-seeking international students are 10% of total university enrollment by Fall 2020.

KPI 1.1.5:

Graduate student enrollment grows to 30% of total enrollment by Fall 2020.

KPI 1.1.6:

Transfer students grow to 30% of Longview Campus incoming enrollment by Fall 2020.

Strategy 2: Provide Texas community college students the opportunity for Christian higher education.

KPI 1.2.1:

Each academic school will enter into comprehensive partnerships with at least five community colleges including course specific articulation agreements, degree plans and academic services that meet the unique needs of transfer students.

KPI 1.2.2:

The three-year graduation rate of transfer students matriculating with 60 hours or more of credit will meet or exceed the six-year graduation rate of freshmen by Fall 2020.

Strategy 3: Expand LETU programs in Texas urban centers.

KPI 1.3.1:

Beginning with Dallas and Houston, LETU will expand its Texas urban centers by adding at least one new degree program from each academic school by Fall 2020.

Strategy 4: Emphasize the return-on-investment of a LETU education in university branding and program marketing.

KPI 1.4.1:

Add a cabinet-level marketing officer by July 2015.

KPI 1.4.2:

Create a comprehensive university strategic marketing plan by December 2015.

KPI 1.4.3:

Implement a dashboard of marketing goals and progress by July 2017.

Strategy 5: Make LETU more accessible for all so as to reflect the God-honoring diversity of His creation.

KPI 1.5.1:

Conduct a marketplace price-sensitivity, net tuition differential and debt-at-graduation study by December 2016.

KPI 1.5.2:

Overall student debt at graduation in May 2020 will fall to within the mid-range of CCCU institutions. Debt reduction for those graduates entering vocations characterized by limited salaries will be a priority.

KPI 1.5.3:

Institutional aid underwritten by annual gifts and endowment increases to 15% by Fall 2020.

KPI 1.5.4:

The number of students in university work-study programs including paid internships, co-operatives, and campus employment increases annually.

KPI 1.5.5:

Increase the racial/ethnic diversity of faculty, staff and students.

Strategy 6: Engage alumni as partners in the "Every Workplace-Every Nation" mission.

KPI 1.6.1:

An online mentoring program will be launched by Fall 2016 and connect 600 alumni mentors to LETU students by Fall 2020.

KPI 1.6.2:

Alumni who make financial gifts to the University will increase annually and reach 10% by Fall 2020.

GOAL: MODEL TO OUR WORLD A GOD-HONORING WORKPLACE BY CREATING A COMMUNITY FOR LETU FACULTY, STAFF AND STUDENTS TO FLOURISH

Strategy 1: Cultivate a healthy workplace.

KPI 2.1.1:

Develop and implement an assessment of workplace health by Fall 2017.

KPI 2.1.2:

Begin a comprehensive wellness program with appropriate performance indicators by Fall 2018.

Strategy 2: Develop faculty, staff and students in the understanding and practical application of a biblical theology of work.

KPI 2.2.1:

By Fall 2017, the university will provide professional development opportunities to faculty and staff so that they are more fully equipped to embody a workplace theology practical for their academic discipline or organizational function.

KPI 2.2.2:

By Fall 2019, every academic program will include learning outcomes demonstrating the integration of Christian faith and work.

KPI 2.2.3:

By Fall 2017, a distinctive co-curricular student development program will equip students to understand their vocation within the triune God's grand story of redemption revealed in Scripture.

Strategy 3: Enhance our capabilities, systems and workflows to serve our customers with ingenuity and Christ-like character.

KPI 2.3.1:

By Fall 2017, identify ten critical customer interactions and set benchmarks for exceptional service; implement process and value stream improvements and identify performance indicators to annually monitor progress.

KPI 2.3.2:

Implement a comprehensive excellence in customer service initiative by Fall 2019.

Strategy 4: Extend flourishing to LETU's Longview neighbors.

KPI 2.4.1:

By Fall 2017, the Center for Global Service Learning will implement a grant program to facilitate service learning initiatives that engage students and contribute to the enrichment and service of the local Longview community.

KPI 2.4.2:

By Fall 2018, a university task force will partner with the President's Advisory Council to recommend how the university will partner with the City of Longview in the implementation of the Longview Comprehensive Plan.

GOAL: DEFINE A COMPELLING AND COURAGEOUS FUTURE FOR THE UNIVERSITY IN ITS CENTENNIAL YEAR 2046

Strategy 1: Reorganize the university's academic structure to facilitate a focus on STEM+H workplaces (Science, Technology, Engineering, Math and Health Sciences) and the integration of faith and work.

KPI 3.1.1:

An academic college structure is implemented for the 2015-16 academic year.

Strategy 2: Appoint a future-of-the-university commission to identify the programs, people, processes, and products necessary to achieve the LETU Every Workplace Every Nation vision in an environment of changing demographics, economics, technology and social morals.

KPI 3.2.1:

By Fall 2016, the commission forecasts the essential components of a thriving LETU on its centennial anniversary in 2046.

KPI 3.2.1:

By Fall 2017, a prioritized plan implementing the recommendations of the commission is completed.

Strategy 3: A comprehensive fundraising campaign is launched to support future initiatives.

KPI 3.3.1:

A campaign silent phase begins in 2018; public phase begins 2019.

Appendices

Summary of External Trend Analysis

Community Involvement:

LETU has unique opportunities to be both locally and globally involved.

Technology:

Rapid changes in information technology create both opportunities and challenges for the university.

Cultural Pessimism:

Americans in general are increasingly frustrated. Christians feel more marginalized in a post-Christian culture. There are signs of a resurgence of religion/spirituality.

Student Diversity:

We have an adaptive challenge to address growing student diversity including issues such as transferability, remediation, technology and flexibility. These issues join other diversity markers such as ethnicity, language, sexual orientation.

Financial Pressure:

An historic global financial downturn has left U.S. household incomes lower than before. Keeping LETU education affordable is a challenge now and going forward. A major tool in creating affordability (Federal financial aid) is under scrutiny and potential significant change is possible as aid may be linked to measures of university performance. New pathways are emerging (community colleges) that offer education at much lower cost.

STEM Distinctive:

Technology advances are creating new opportunities in energy, manufacturing, health, communications, finance, security, engineering, etc. LETU has a STEM+H distinctive in Christian higher education.

Internal Fitness:

Public is demanding reform from Higher Education. Our culture of ingenuity is an asset to meet these demands with creative solutions.

Alumni Influence:

Nearly 23,000 alumni exist and many are influential in the innovation economy. These alumni will be encouraged to see the university excel and yet also stay the course as an unapologetically Christ-centered university.

Summary of Internal Assessment

STEM Leadership:

Engineering and Aviation programs continue to have a national reputation and are made possible by strong science, technology, and math competencies across campus. This STEM Leadership can enhance every school. Reaching beyond the Longview campus to bring our LETU STEM to nontraditional student populations remains a unique opportunity for LETU.

Faith Integration:

The integration of faith and work begins with the integration of faith and learning at the university. We are committed to this education of the whole person at LETU but we must improve our ability to integrate our Christian faith into the learning enterprise.

Financial strength:

We have emerged from the great recession financially sound. We have funds to invest in new growth initiatives. We have capacity to accommodate growth. Yet, challenges remain. Our financial model remains tuition driven and we are experiencing no growth in net tuition revenue. Greater maintenance expense on our facilities will come as they age.

Enrollment:

Demographic and financial influences are significantly changing the college-going population. This mutes our ability to grow enrollment. Texas provides the university significant opportunity to serve Hispanic youth and community college transfers.

Texas:

Four of the ten fastest growing cities in the US are in Texas. In these cities are significant evangelical populations and demand for higher education among working adults and traditional students unable to afford a residential college experience. LETU has a history of serving students in these cities but has experienced significant enrollment decline.

Summary of Opportunities Assessment

LETU should leverage our STEM+H competencies in a world with great demand for technical education.

Another opportunity exists in becoming accessible to students not previously served.

The demand for higher education throughout the world has never been greater.

The opportunity to connect to our community, churches, businesses and workplaces continues to be significant.

We should use our strengths in humanities and theology to better leverage STEM+H leadership.

Faith-Work integration should continue as a priority because it is an LETU distinctive, as STEM is.

There is a need to better equip faculty and staff to infuse faith into their work.

The importance of engaging our alumni was a recurring theme in our environmental analysis.

It should be a priority to invest in creating a compelling learning environment both curricular and extracurricular.

It is important to create pathways for success for transfer students.

The need to apply “nontraditional learning” to all students, not just nontraditional students was expressed.

LeTourneau University can be distinctively evangelical because it’s not limited by one particular denominational identity, and this is a strength.