



LETOURNEAU UNIVERSITY

Elements of The Strategic Plan

1

Aei

Academic Excellence
& Ingenuity

Mission Critical Objective 1:**Academic Excellence & Ingenuity**

Being 'The Christian Polytechnic University' involves a commitment to offering academic programs that fulfill our educational promises and advance our institutional identity. This unique educational calling requires continual reinvestment in an academic enterprise that offers students dynamic educational experiences commensurate with a changing world of technology and innovation.

Goals

1. Recast the General Education requirements and outcomes that reflect "The Christian Polytechnic University" identity and experience.

Action Items:

- a. The academic leadership will establish a process that will result in the creation and launching of a new General Education curriculum.
 - b. The academic leadership will utilize "The Christian Polytechnic University Whitepaper" to inform the General Education highlighting 'Christian', 'Polytechnic', and 'University'.
 - c. Student learning will be enhanced to include an understanding and appreciation for innovation and entrepreneurship.
 - d. A Theology and Vocation curriculum will continue to shape the thinking of all students.
 - e. The academic leadership will create a "Christian Polytechnic University" brand and communication plan for the General Education curriculum that expresses its relevance and value to students regardless of academic major or career choice.
2. Establish and execute a plan for investing in four existing academic programs with the highest potential for enrollment growth.

Action Items:

- a. Advance engineering and aviation as flagship programs known as the top choice of students in Christian higher education by establishing ambitious enrollment growth plans.
- b. Perform a market-trend analysis of the University's current academic portfolio to identify two other, existing, high enrollment-growth potential programs.
- c. Establish an ambitious enrollment growth plan for those two programs.

2

Fgs

Financial Strength
Growth & Stewardship

Financial Strength, Growth & Stewardship

Being 'The Christian Polytechnic University' now and in the future requires thoughtful business strategies that benefit students and set the institution up for success in the future. The University should focus on initiatives to grow financial health in the areas of Academic Programs, Auxiliary Enterprises, and Capital Management and Fundraising. This includes strategies for financial sustainability and independence to negotiate external threats to Christian higher education in the future.

Goals

1. Establish the largest comprehensive campaign in the university's history to mark the university's 75th anniversary.

Action Items:

- a. Raise \$1m for the LeTourneau Fund annually.
 - b. The VP for Development will form a campaign advisory team to assemble potential campaign priorities using the 2021/23 Strategic Plan goals, current and future capital and facility needs, program needs, faculty support, and endowed scholarship needs.
 - c. Using the priorities identified by the advisory team and the results of the feasibility test, the Board of Trustees will approve the priorities of the comprehensive campaign at their April 2022 meeting.
2. Strengthen the University's financial position by improving to a positive annual net income.

Action Items:

- a. Overall, without donor restrictions (unrestricted) operations: a balanced budget in year 1; \$1.98 million positive in year 2; and \$1.3 million positive in year 3.
- b. For traditional: net income of at least \$3.0 million.
- c. For nontraditional: net income of an annual amount of at least \$1.3M.

3

Dh

Diversity &
Hospitality

Mission Critical Objective 3:**Diversity & Hospitality**

Being 'The Christian Polytechnic University', LeTourneau University seeks to become a multi-cultural community that values the diversity of God's creation while answering Christ's call for unity. Our students will know the theology of diversity and develop cultural competence. We aspire for our Christian community to reflect the diversity of our region and to experience a stronger familial relationship with our Longview neighbors.

Goals

1. The university will lay a foundation for increasing ethnic diversity and representation of women within the university community.

Action Items:

- a. Develop a theological statement on diversity grounded in Scripture for Board of Trustees adoption.
 - b. Complete a biblically-centered cultural diversity and cultural competence audit and an action plan to be implemented.
2. LeTourneau University will be known for its hospitality toward diverse communities we seek to serve.

Action Items:

- a. Assess LeTourneau University's involvement with the City of Longview and the greater East Texas community to determine opportunities and strategies through which the university can meet community needs and increase community engagement.
- b. Put in place intentional, biblically-centered initiatives that will grow the ethnic diversity and female representation of the university Board of Trustees, administration, faculty, and staff.
- c. Implement intentional initiatives that will grow the ethnic diversity and female representation in the student body.

4

Chw

Campus Culture
Health & Well-Being

Campus Culture, Health & Well-being

Being 'The Christian Polytechnic University' calls for efforts to address the health and wellness needs of students, faculty, and staff. It is well-accepted that young adults across the country face significant mental health challenges in increasing numbers. The university will assure all that we have the resources and commitment to meet these challenges. We also aspire to be a workplace for faculty, staff, and students, that pays close attention to organizational morale, health, and wellness. LeTourneau University will become a top workplace destination within the East Texas community and exemplify the practices and behaviors that make it a career destination.

Goals

1. Improve the success of students by expanding resources to support student mental health.

Action Items:

- a. Assess the university's current efforts and capacity to support and treat both on-ground and online students with mental health challenges.
 - b. Implement appropriate improvements based on the findings from the university assessment.
 - c. Provide the campus with education about mental health issues through print materials, workshops, and chapel services for faculty, staff, and students.
2. Advance positive employee engagement with workplace improvements.

Action Items:

- a. Supervisors and supervisees will collaborate to identify tasks and responsibilities that can be reduced or reassigned so employees can focus on their primary core work assignments with efficiency and effectiveness reflecting a "value-add vs. non-value approach."
- b. Launch a university program related to leadership and management best practices that will provide annual professional development for staff and faculty leaders and their teams.
- c. Recognizing the importance of ongoing faculty development to advance the university mission, the comprehensive campaign will include as a priority the external funding of an endowment to sustain the Office of the Provost Faculty Development Grants.