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LETOURNEAU UNIVERSITY

Elements of The Strategic Plan

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Aei

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 by Fall 2024 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 by Fall 2024.
 - 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 by Fall 2024.

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 by February 15, 2022.
- b. Perform a market-trend analysis of the University's current academic portfolio to identify two other, existing, high enrollment-growth potential programs by December 1, 2021.
- c. Establish an ambitious enrollment growth plan for those two programs by February 15, 2022.

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 by launching a comprehensive campaign in 2021 to mark the university's 75th anniversary.

Action Items:

 - a. Raise \$1M for the LeTourneau Fund annually.
 - b. Raise an additional \$1M for the LeTourneau Fund for special COVID Relief in 2020-2021.
 - c. The VP for Development will form a campaign advisory team to assemble potential campaign priorities using the 2021-2024 Strategic Plan goals, current and future capital and facility needs, program needs, faculty support, and endowed scholarship needs. The team will consist of both university leaders and university trustees. Team to be formed by November 15, 2020.
 - d. The VP for Development will conduct a campaign priority feasibility test with potential donors by March 15, 2021.
 - e. 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.
 - f. By June 2024, the campaign will reach one-third of its goal in gifts and commitment.

2. Strengthen the University's financial position by improving to a positive annual net income beginning in the 2021-2022 fiscal year.

Action Items:

 - a. Overall, without donor restrictions (unrestricted) operations: a balanced budget in 2021-2022; \$1.98 million positive in 2022-2023; and \$1.3 million positive in 2023-2024.
 - b. For traditional: net income of at least \$3.0 million by 2023-2024:
 - c. For nontraditional: net income of an annual amount of at least \$1.3M starting in 2021-2022.

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 by Fall 2022 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 in April 2022.
- b. Complete a biblically-centered cultural diversity and cultural competence audit by February 2022 (will begin September 2021) and an action plan to be implemented throughout the 2022-2023 academic year.

2. LeTourneau University will be known for its hospitality toward diverse communities we seek to serve by Fall 2023.

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 by May 2022.
- 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 by Spring 2023.
- c. Implement intentional initiatives that will grow the ethnic diversity and female representation in the student body by Fall 2023

Mission Critical Objective 4:**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 by June 2022 to support and treat both on-ground and online students with mental health challenges.
- b. Implement appropriate improvements, beginning in Spring 2023, 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 beginning Fall 2022.

2. Advance positive employee engagement with workplace improvements implemented by Spring 2024

Action Items:

- a. Through the 2022 calendar year, 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. In 2022, 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 to begin in 2021, will include as a priority the external funding of an endowment to sustain the Office of the Provost Faculty Development Grants.