

DRAFT
California Lutheran University
Strategic Plan
2012-2017

Identity

California Lutheran University is a diverse scholarly community dedicated to excellence in the liberal arts and professional studies. Rooted in the Lutheran tradition of Christian faith, the University encourages critical inquiry into matters of both faith and reason.

Mission

The mission of the University is to educate leaders for a global society who are strong in character and judgment, confident in their identity and vocation, and committed to service and justice.

Vision

California Lutheran University will pursue excellence in the fulfillment of its mission with a focus on intellectual accomplishment, academic challenge, experiential learning, an inclusive campus community, and a commitment to serving others. New facilities, innovative academic programs and improved services will support faculty, staff, students and administration across all programs in order to prepare graduates to improve our community and the world.

In the next five years CLU will...

Guide students to discover and live their purpose

With real-world learning experiences, excellent academic and career mentoring, and a campus environment that promotes inclusion

-  Because CLU is committed to academically rigorous *experiential learning* in many forms, including research and fieldwork, internships and practicums, study abroad, civic and community engagement, and service learning, experiential learning will be incorporated into every academic major field of study as well as general education and every major co-curricular program so that all students at CLU will participate.

-  Led by faculty who understand that mentoring is an essential part of effective teaching, faculty advising and mentoring programs will be improved for all students.

- ✚ In an effort both to promote cultural awareness and acceptance and to support the needs of a diverse campus community, CLU will provide professional development for administration, staff and faculty members, and will deepen its commitment to creating opportunities for student development. In doing so, the University will intentionally connect these provisions to its identity as a Lutheran institution of higher education that values both inclusivity and educating leaders for a global society.
- ✚ The University will more effectively communicate and deliver the benefits of the Alumni Association so that CLU remains relevant in the lives of its alumni.

Continue to set high institutional academic standards

*With distinguished faculty who embody and embrace diversity
and with widely respected academic programs*

- ✚ Faculty members will continue to challenge students in the classroom, expand opportunities for experiential learning and, increasingly, make a mark in their fields through scholarly and creative accomplishments, always with the aim of developing as educators, mentors and role models.
- ✚ All programs will provide direct evidence that students are meeting learning outcomes defined by the University.
- ✚ Retention, graduation rates and postgraduate job placement in all programs will increase.
- ✚ With additional hiring, CLU will raise the proportion of courses taught by full-time faculty members. Outreach, recruitment and retention strategies will continue to ensure that new hires represent and embrace CLU's commitment to diversity and inclusion. The faculty housing program will continue and compensation for faculty, staff and administration will remain at or above the average of our comparison group.
- ✚ To attract an even more selective spectrum of job candidates, CLU will raise adjunct faculty salaries to be competitive in the region. Adjunct faculty members will also benefit from increased professional development opportunities.
- ✚ CLU's graduate programs in psychology will acquire accreditation from the American Psychological Association and the American Association for Marriage and Family Therapy.
- ✚ A decision will be made on whether to seek accreditation for the School of Management from the Association to Advance Collegiate Schools of Business.

Support student achievement across all programs

With equitable treatment for all students, by enhancing student services and by utilizing the most pedagogically appropriate delivery methods for student learning

- ✚ Administrative leadership and organizational structure will be restructured to provide improved support for students in all programs. Changes will address structural inequities in the graduate programs, strengthen support for the undergraduate experience, and expand the Student Affairs Division to include co-curricular programming and support for graduate and nontraditional students.
- ✚ Student governance will better meet the needs of graduate and nontraditional undergraduate students and faculty governance structures will better meet the needs of the faculty, who serve undergraduate and graduate students alike.
- ✚ CLU will improve student services across the institution for graduate, nontraditional and commuter students.
- ✚ CLU will add hybrid and fully online programs for graduate students and nontraditional undergraduate students and will expand the use of online instruction in the traditional undergraduate program as appropriate, such as for summer courses. The university will provide increased support for instructional design and faculty development.
- ✚ CLU will expand summer offerings for traditional undergraduates and will evaluate and implement, as appropriate, online, hybrid, evening and weekend courses and field-based experiences. Summer courses for high school students to earn college credit will be considered.
- ✚ To enhance both student services and teaching, the University will provide state-of-the-art technological resources for academic, administrative and student needs.

Build and modernize sustainable facilities

For an environment that sustains social, cultural and intellectual activity while respecting and protecting the planet

- ✚ A Dining Commons will be built in the center of campus to meet the need for CLU's growing population of traditional and nontraditional undergraduate and graduate students, staff, faculty members and visitors. The new Dining Commons will include an intimate coffeehouse, a "grab-and-go" for those in a rush, and a functional meeting space for campus and community gatherings.
- ✚ The current dining commons will be renovated as a Student Center, replacing the existing Student Union Building and providing a significant increase in space to serve the needs of all students.

- ✚ New facilities for the creative arts will be designed and fundraising commenced in accordance with a new capital campaign.
- ✚ New and renovated science facilities will be designed and fundraising commenced in accordance with a new capital campaign.
- ✚ CLU will develop new sites for graduate and nontraditional undergraduate programs to accommodate the planned enrollment growth. Much of CLU's physical expansion will occur beyond the main campus in Thousand Oaks, both because of the campus's limited size and in order to increase enrollment in these programs.
- ✚ A capacity study will be conducted and a planning document will be developed for a new facility to house the School of Management.
- ✚ CLU will continue to focus on environmental sustainability and responsible building practices in all facilities and operations.

And attract students of high ideals and promise

By enhancing regional and national awareness of CLU's mission, by raising the profiles of students who are drawn to our mission, and by offering new programs and scholarships to attract these students.

- ✚ CLU will recruit and retain an increasingly diverse, well-prepared and intellectually curious student body, attracting applicants who are attuned to the University's mission. We will broaden our geographic reach for student recruitment, while increasing the percentage of underrepresented students.
- ✚ CLU will evaluate new recruitment strategies to significantly increase enrollment in graduate programs and the nontraditional undergraduate program. University enrollment will eventually reach 5,000 students, roughly evenly divided between traditional undergraduate and graduate/adult students. We will work aggressively toward this goal in the next five years.
- ✚ Additional graduate programs will be explored, evaluated and, if appropriate, implemented.
- ✚ A new fundraising campaign will be developed for scholarships and expanding CLU's endowment.
- ✚ Awareness and understanding of CLU will expand from Ventura County to Southern California and beyond, as we implement messaging and visual identity strategies that build prestige for the University and its programs and resonate in a competitive environment for higher education.