

DRAFT

(Title of the Strategic Plan) **California Lutheran University** 2012-2017

Identity and Mission

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. The Mission of California Lutheran 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.

Context for the New Plan

Despite issues with the economy, CLU made great strides in the last strategic plan. From 2008-2012, CLU increased the size of the faculty by 19% (from 137 to 163) and the staff by 11% (from 313 to 347). A major goal of the past plan was to reach the average salaries of our comparison group. That goal was achieved, with an x% increase in compensation, accounting both for the increased number of employees and the increases in salaries and benefits. Also achieved was a faculty housing assistance program which resulted in 9 faculty members purchasing a home near CLU. (Add here figures on diversity of faculty and staff during the past plan; also, increased funding in technology)

Enrollment increased during the past strategic plan, with a 21% increase in traditional undergraduate enrollment, 11% in ADEP, and 8% in graduate enrollment. The percentage of under-represented students increased from 31% to 42%. SAT scores improved by 3%, traditional undergraduate retention rates improved by 9% and the four-year graduation rate by 7%. Enrollment increased at a higher rate than anticipated for the traditional undergraduate population, and less than expected for the graduate and ADEP population.

During the past strategic plan, a number of capital projects were completed, including:

- Trinity Hall, a 220-bed state-of-the-art residence hall
- Swenson Center for Academic Excellence, a xx square-foot, LEED certified academic building for the Social and Behavioral Sciences
- William Rolland Stadium and Gallery of Fine Arts
- KCLU Broadcast Center
- Fredrickson Family Early Childhood Center
- Facilities Building & Yard
- Poulson Tennis Courts
- Hutton Softball Field
- Community Use Pool
- New Oxnard site

- Oxnard Community Counseling Center for Graduate Psychology programs
- New Woodland Hills site
- Jamba Juice
- Renovation for Admissions and Financial Aid
- Renovation for new School of Management offices
- Renovated Student Health Center
- Several millions of dollars spent renovating the residence halls

(Need to add in this section a paragraph acknowledging things not achieved in the last strategic plan)

Vision

CLU will continue to develop as a high quality comprehensive university, devoted to undergraduate education grounded in the liberal arts and sciences, and to graduate preparation for a variety of professions. To better clarify the roles and responsibilities of each academic unit, the University's structure will be modified to reflect enrollment patterns and to allow for more decision-making at the school level. The University will also make concrete steps to have student services and faculty governance serve equitably all programs across academic calendars. Responding to national trends in the directions of year-round university operations, all schools and programs will move to providing courses across the full year, and faculty will be afforded more opportunities to teach at different times during the year.

The hallmarks of a CLU education will remain a commitment to academic excellence that is understood to include learning that takes place outside the classroom as well as inside. Therefore, University will continue to emphasize study abroad, undergraduate research, internships, and service-learning.

CLU will continue recruit students who are attuned to the institution's mission, represent the diversity of the region and the world, and arrive academically able to achieve within the CLU curriculum. CLU will retain these students through the quality of the academic programs and the leadership of faculty who understand that mentoring is a crucial part of excellent teaching. All students will be expected to use their CLU studies as a way to discover (or re-discover) their purpose, both in individual pursuits and in service to the world.

The University will continue to understand that these commitments grow out its identity as a Lutheran institution. CLU will also continue to embrace the Lutheran higher education tradition by exploring ways in which courses and degree programs can support the church, synods, and congregations.

Facilities will need to be built in the years ahead in order to deliver the programs already in place. Yet, given the physical limits of the campus, and the desire to maintain the feel of a close knit community, much of CLU's growth will need to occur elsewhere, either at campuses outside Thousand Oaks and/or through the provision of online courses and degrees. Those online programs will focus on adult learners; the traditional undergraduate students will have increasing opportunities for blended learning.

In keeping with its name, California Lutheran University will explore opportunities to bring degree programs to other parts of the state. In keeping with the founders' intent that Cal Lutheran serve the Southwest, CLU will also focus on the broader region. And, in keeping with the mission statement, to educate leaders for a global society, we will further expand our reach globally.

(Title of the Strategic Plan)

The process to develop *(title of S.P.)* began in November, 2010, with the development of a Strategic Planning Team (SPT) made up of 15 members. Over the course of a year, nine work teams were created to examine a variety of strategic priorities. The entire campus community participated in the development of the strategic plan through CLU's Professional Development Day and a number of campus and community meetings. All information related to the development of the strategic plan was posted on an internal website to provide transparency and broad involvement. The Board of Regents engaged in conversations for over a year to shape the plan.

In *(title of S.P.)*, CLU will focus on:

Academic and Co-Curricular Programs:

- A. **Experiential Learning:** CLU is committed to a student educational experience that is engaging both within and beyond the classroom. The University will continue to remain committed to academic excellence, emphasizing experiential learning through study abroad, undergraduate and graduate research, civic engagement, internships, and service-learning. Experiential learning will be institutionalized across the curriculum and co-curriculum. Each program will have an experiential component so that every student at CLU will participate in experiential learning.

- B. **Online/Hybrid Learning:** Hybrid and fully online programs will be added in ADEP and graduate programs. Hybrid and fully online courses will be considered where appropriate in the traditional undergraduate program (e.g., in summer courses). Increased support for instructional design will be provided and faculty development will be enhanced for online/hybrid learning. (Add specifics later from e-learning consultant, e.g., Organizational structures and staffing will be changed to centralize e-learning...)

- C. **New Programs and Sites:** Growth in graduate and ADEP enrollment will continue to be a major focus. Enrollment expectations by 2017 will be 2500 for traditional undergraduates (5% increase) and 2500 for graduate and ADEP (48% increase). To grow enrollment in graduate and adult programs, CLU will develop new programs and sites.
 - a. A new site will be added in the Central Coast to offer graduate Education programs.
 - b. The opportunity to open a site in Thousand Oaks will be investigated.
 - c. The ADEP program will be expanded to new locations and will use new delivery methods. More online courses will be offered in ADEP. Weekend and hybrid

courses may be added. Expansion will occur in Woodland Hills and possibly on Thousand Oaks Blvd.

- d. The creation of a Graduate School of Theology by merging with Pacific Lutheran Theological Seminary will be analyzed.
 - e. New programs will be explored and implemented. Examples could include:
 - M.Ed. in Science, Technology, Engineering, and Math Education
 - Doctorate in Marriage and Family Therapy
 - Sports and Entertainment Management
 - Program in Engineering (graduate level in civil or mechanical engineering)
 - Sustainability, Non-Profit, and/or Entrepreneurship in the School of Management
- D. Faculty: The number of full-time faculty will be increased to improve CLU's full-time faculty ratios. Efforts will be made to improve faculty diversity in the next five years. Professional development opportunities will be increased for adjunct faculty, and adjunct faculty salaries will be increased to reach the average of private institutions in the region. The faculty housing program will continue, and compensation will remain at or above the average of our comparison group.
- E. Student Success: Student success will be improved and enhanced in all programs as evidenced by increased retention and graduation rates, direct evidence of meeting student learning outcomes, and post-graduate placement. By 2017 CLU's graduate and ADEP retention and graduation rates will improve, traditional undergraduate second year retention rates will be 85%, and the traditional undergraduate four-year graduation rate will be 60%. All programs will provide direct evidence of student learning to support CLU's students learning outcomes. Advising and mentoring programs will be improved for traditional undergraduate, ADEP and graduate programs.
- F. Summer: Changes will be made to expand traditional undergraduate summer offerings. Possible additions include online/hybrid courses, evening courses, and/or weekend courses. An analysis will be made regarding offering college credit courses in the summer for high school students.
- G. Accreditation: Accreditation will be acquired in the graduate psychology programs (APA for the Psy.D. program, and AAMFT for the MFT program). A decision will be made on whether or not to seek AACSB accreditation for the School of Management based on an analysis of the cost/benefit, including the need for faculty, staff, facilities, and other resources.

Graduate and Undergraduate Equity:

- A. Student Services: Services to all student populations will be improved in all locations and for all delivery methods, in the areas of academic and student affairs support. (Add specifics after results come in from student survey)

- B. Governance: Faculty, student, and board governance will be changed to represent all programs. A student governance structure will be established to meet the needs of graduate and ADEP students. The faculty committee structure will be improved to better support the needs of graduate and ADEP programs. And, a graduate student will be added as a voting member of the Board of Regents.

- C. Structure: The administrative leadership structure will be changed to provide adequate support and representation for all programs. Structural changes may include creating a Graduate School of Psychology, and housing all traditional undergraduate majors in the College of Arts and Sciences so the focus on undergraduate education is overseen by one Dean. The Student Affairs Division will be expanded to include co-curricular programming and support for graduate and ADEP students. Academic Affairs and Student Affairs will integrate efforts, including the use of common areas in the new Student Center.

- D. Recruitment: New strategies for graduate/ADEP marketing and recruitment will be explored to significantly increase enrollment. For traditional undergraduate enrollment, we will broaden our geographic reach. We will continue to increase the percentage of under-represented students, and by 2017 CLU will become an Hispanic Serving Institution (requiring 25% of the undergraduate population to be Hispanic).

Facilities and Resources:

- A. Dining Commons: Dining Commons will be built in the center of campus providing much needed space for traditional undergraduates, ADEP, graduate students, staff and faculty. The new Dining Commons will include an intimate coffeehouse, a “grab-and-go” for those in a rush, and functional meeting space for campus and community gatherings.

- B. Student Center: The current plan is for the existing dining commons to be renovated to be a Student Center, providing a significant increase in space, and serving the needs of all students.

- C. Academic and Performing Arts Complex: An arts complex will be designed and funding ... (Add more details after feasibility study)

- D. Science Complex: A new science complex will be designed and funding... (Add more details after feasibility study)

- E. School of Management: Conduct capacity study for the future of SoM and develop a planning document for a SoM building.

- F. Off-Campus Space: CLU will explore long-term lease options for an off-campus site central to the city of Thousand Oaks.

- G. Sustainability: Continue to focus efforts on sustainability in facilities and operations.

- H. Technology: Technology will be expanded and optimized to provide state-of-the-art resources and services for academic, administrative and student needs. (this needs to be expanded)
- I. Scholarships: Develop a new fundraising campaign for scholarships.

Identity and Messaging:

- A. Messaging: Embrace a new brand platform that builds prestige by explaining what CLU is really about by describing who we're for, what we do, why we do it, how we do it and who we are. This brand platform is centered on the idea of helping students discover and live their purpose in life (vocation). Establish an authentic and distinctive brand promise that resonates in the marketplace.
- B. High Academic Standards: Cultivate prestige by emphasizing high academic standards and admitting high-achieving students. Academic excellence should be addressed in brand messaging and supported with a media relations campaign about the University's accomplishments and successful alumni.
- C. Visual Identity: Develop a strong and functional visual identity system for the overall University to support the new brand platform.
- D. Alumni: Strengthen the relationship between CLU and alumni by better communicating and delivering the benefits of the Alumni Association.
- E. ADEP: Develop a new brand for CLU's Adult Degree Evening Program (ADEP), including a new name (to better represent the program), and better messaging to prospective students.
- F. Athletics: Build a new brand platform and promise for CLU Athletics. Create a strong visual identity with a logo system, messaging platform, collateral materials and team uniforms that align with the brand.
- G. Awareness: Clearly define CLU's footprint by shifting awareness perceptions from Ventura County to Southern California and beyond.
- H. Competition Strategy: Further develop competition strategies for competing successfully with large public universities.