

California Lutheran University Executive Committee Strategic Planning Update

Evaluating the University's Institutional Context

California Lutheran University has realized the first major milestone leading to the development of the 2006-2014 Strategic Plan with the completion of the University's situational analysis. Over 700 internal and external stakeholders including friends and colleagues from governing boards, volunteer boards, faculty, staff, students, alumni, and consultants participated in a web-based survey designed to capture the perceptions of the University's strengths, weaknesses, opportunities and threats (SWOT). SWOT responses were tabulated and analyzed for commonalities amongst constituent groups by members of the Strategic Planning Steering Committee. Summary findings are provided below.

Strengths:

- Faculty – quality, dedication, commitment, mentoring and accessibility
- Traditional undergraduate program quality
- Strong compelling mission and focus on ethics, values and integrity
- Leadership strength and continuity
- Staff quality, dedication and commitment
- Location - safe and attractive campus
- Improving image, recognition and reputation
- High retention and graduation rates

Weaknesses:

- Insufficient resources and small endowment – insufficient faculty salaries, departmental budgets, low alumni giving, low morale due to resource limitations, imbalance of growth and workload versus staffing
- Tuition dependency (lack of diversity in revenue streams)
- Inconsistent quality of traditional undergraduate and graduate programs, uneven academic rigor in traditional undergraduate program
- Lack of long-term planning, disconnected from budget
- Strategies driven by external financial opportunities rather than academic quality
- Inadequate library facility, traditional and electronic resources
- Poor student retention
- Lack of clear image, brand identity and recognition

Opportunities:

- Enhance visibility, marketing and brand identity, capitalize on mission
- Increase partnerships and engagement with local community including businesses, public and private schools
- Build programs to respond to public needs
- Expand professional degree offerings
- Capitalize on location
- Capitalize on affluent community and increase engagement with alumni and parents for fund raising
- Utilize current technology to enhance administrative processes and instructional programs
- Capitalize on college-age population

Threats:

- High cost of living and housing costs/availability
- Increased educational costs/declining affordability
- High cost of doing business in California
- Reductions in State and Federal educational funds
- Increased competition from private universities
- Strong State University system
- Public's misperceptions about Lutheran identity
- Changes in the recruitment pool and cost associated with diversifying student population
- Data security and network issues
- Uncertain economy

Strategic Theme Development

Based on a review of the SWOT findings, six common themes have emerged that broadly define areas for additional focus and strategic goal development at CLU. Each of the themes support the University's overarching goal of enhancing institutional quality. The six strategic themes are characterized as follows:

- Identity and Reputation
- Resource Development
- Enrollment Management
- Facilities
- Human Capital
- Programs and Services

Next Steps in Theme Development

CLU has assembled “Theme Teams” for each strategic theme. Over the next three months each team will identify key issues facing CLU within the Theme Team’s area of responsibility and design strategies and specific action plans to manage these issues.

California Lutheran University 2006-2014 Strategic Plan

Purpose: Enhance Institutional Effectiveness



Time Line Review

CLU remains on schedule with the 2006-2014 Strategic Planning process. More updates will be provided at the February 26 Board of Regents Meeting.

