

## **CLU Strategic Plan (beginning June, 2012)**

*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*

### **Four Key Topics that Have Emerged**

#### **1) Academic and Co-Curricular Programs**

**Goal:** Strengthen and expand academic and co-curricular programs to meet the needs of CLU students.

**Objectives:**

- Experiential Learning: Institutionalize experiential learning across the curriculum and co-curriculum.
- New Programs and Sites: Investigate, evaluate, and develop new programs and sites.
- Delivery Options: Develop and implement alternative learning delivery options that are infused throughout the curriculum including online, blended and non-traditional learning pedagogies in the classroom.
- Current Programs: Strengthen current programs through strategies that include experiential learning, connecting academic programs to career paths, and programs that connect with our institutional identity.
- Full-time Faculty: Increase the ratio of full-time faculty to part-time faculty taught student credit units.
- Enrollment: Manage and optimize enrollment so that the enrollment targets are congruent with the capacities of the programs and resources.
- Advising/Mentoring: Improve advising/mentoring for all programs, undergraduate, ADEP and graduate.
- Student Success: Improve and enhance student success in all programs as evidenced by increased retention, graduation rates and direct evidence of meeting student learning outcomes, and post-graduate placement.
- Sustainability: Investigate opportunities to integrate sustainability into curricular and co-curricular programs.

#### **2) GRAD/UG -- Equity**

**Goal:** Equitably respond to the needs of all undergraduate and graduate students, faculty, and staff.

**Objectives:**

- Student Services: Improve services to all student populations in T.O., Oxnard, and Woodland Hills in the areas of academic support, student affairs support, and faculty advising/mentoring.
- Student Governance: Create student governance and advisory structures for graduate and ADEP students.
- Faculty Governance: Improve existing and/or create new faculty committee structure representation to better support the needs of graduate and ADEP programs.
- Representation: Establish graduate and ADEP representation on the Board of Regents.
- Structure: Enhance the academic leadership structure to provide adequate support and representation for all programs.
- Culture: Promote equity in the student, academic, and organizational cultures (among all graduate, ADEP, and undergraduate programs).

### 3) Facility/Resources

**Goal:** Provide resources and state-of-the-art facilities to support the academic experience at CLU.

**Objectives:**

- Dining Hall: Build a new Dining Hall that facilitates food service needs for TUG, ADEP, and Grad students.
- Arts Complex: In congruence with philanthropic efforts, design new arts complex using the previously developed planning documents. Implement as funds are available.
- Science Complex: In congruence with philanthropic efforts, design new science complex using previously developed planning documents. Implement as funds are available.
- Temporary Facilities: Enhance campus by eliminating remaining outdated and temporary facilities.
- Student Union: Renovate existing dining hall to be a temporary student union building.
- Administrative Space: Study and respond to the growing needs for administrative space.
- Off-Campus Space: Explore long term lease for off campus use (academic and/or administrative).
- Sustainability: Continue to focus efforts on sustainability in facilities and operations.
- Adjunct Faculty: Improve professional development and compensation for adjunct faculty.
- Salaries: Maintain current targets for faculty and staff salaries.
- SoM Accreditation: Study SOM accreditation requirements including faculty, staff, facilities, resources.
- Technology: Analyze and invest in technological resources to enhance efficiencies and customer service.
- PLTS: Analyze and potentially act on merger with Pacific Lutheran Theological Seminary.
- New Programs: Provide human and financial resources to initiate new programs.
- Experiential Learning: Provide human and financial resources for experiential learning initiatives.
- Online/Hybrid: Provide human and financial resources for online/hybrid technology.

### 4) Identity and Messaging

**Goal:** Clearly articulate and live out the mission, vision, and goals of CLU

**Objectives:**

- Articulation: Clearly articulate key aspects of our identity (e.g. academic rigor, Lutheran, inclusive, attention to whole person, experiential learning, service to neighbor, inquisitiveness, community of faith).
- Marketing and Communication: Aggressively expand CLU's marketing efforts to strengthen its brand and reputation. Use established channels to communicate our identity, mission and values externally.
- Areas of Focus:
  - Expand experiential learning to enhance study abroad, service learning, internships, etc.
  - Express where CLU values are manifested in graduate experience and professional education (e.g., tie professional education to vocation)
  - Use staff and faculty retreats to emphasize core values
  - Better incorporate mission-fit into hiring
  - Elevate the mission, vision, and core values in the student recruitment process and with current students.