

2020 VISION

STRATEGIC PLAN 2015-2020



LUBBOCK
CHRISTIAN
UNIVERSITY



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EXECUTIVE SUMMARY

Vision 2020 is the culmination of a process that began in the fall of 2013. As a community, we have spent time reflecting on our past, examining the future of higher education, considering questions that go to the very reason for Lubbock Christian University's existence, and imagining our future. Since June of 2014, the process has been led by the Engaging Our Future Team (EOFT), which included members of the LCU faculty, staff, and administration.

- In the fall of 2014, the EOFT conducted numerous focus groups with faculty, staff, administration, students, and alumni, providing opportunities for the LCU community to reflect together on the university's mission, vision, and values, as well as to identify our needs and priorities as we look to the future.
- In February 2015, the Board reviewed a draft of LCU 2020: Envisioning Our Future and approved distribution of the document to faculty and staff for a period of review and comment. Board members were invited to provide written feedback on LCU 2020 to the chair of the Strategic Leadership Committee.
- A Faculty and Staff Forum was held in February 2015, and the EOFT shared an overview of the information that had been collected through the focus groups and unveiled the draft of LCU 2020. A period of review and comment followed and a number of comments were submitted to the Committee.
- The Committee considered each comment and made several edits to the document in light of additional review and discussion.
- In March and April 2015, the President facilitated conversations with the Executive Leadership Team, Faculty Senate, and other senior leadership regarding the goals necessary to achieve the strategic priorities set forth in LCU 2020.

In May 2015, the Board endorsed LCU 2020 to inform and guide the university in its selection of strategies in the prior ahead. The Board also approved a restatement of the mission statement, vision, and heritage of faith.

MISSION

Lubbock Christian University is a Christ-centered, academic community of learners, transforming the hearts, minds, and hands of students for lives of purpose and service.

VISION

Lubbock Christian University will be a leading Christian university, known for its academic excellence and its commitment to faith that seeks understanding, where wisdom is pursued, vocation is discerned, and service is fostered.

HERITAGE OF FAITH

Lubbock Christian University was founded in 1957 by members of the Churches of Christ who came together to establish a Christian University on the South Plains for the purpose of preparing and equipping students for lives of Christian service. The university is committed to continuing to walk with, to serve, and to be sustained by that fellowship. We welcome and embrace all of our students who come to the university from many different faith backgrounds and perspectives, each of them a precious creation of God. As part of a tradition that grew out of a deep commitment to Christian unity and the renewing power of the Word, our hope and prayer is that the university will be a force for reconciliation, consistent with the best instincts of our heritage.

IDENTITY AND VALUES

We seek to be authentically Christian, guided by our Christian faith in every dimension of our life as a community of higher learning.

- We are committed to students, passionately seeking to provide a transformative educational experience.
- We are scholars and co-discoverers, guided by Christian wisdom while diligently seeking the truth in every discipline.
- We are a welcoming community, embodying a spirit of hospitality in every aspect of our life together.
- We are thoughtfully engaged, committed to serving as agents, models, and witnesses of the Kingdom of God in our families, churches, and communities.
- We pursue the highest standards of excellence, “working with all our hearts, as working for the Lord,” and seeking to glorify God in everything we do.
- We act with integrity, striving to discern right from wrong, speaking the truth, and keeping our commitments.
- We treat others with dignity and respect, valuing each person as one made in God’s image.

STRATEGIC PRIORITIES AND GOALS

PRIORITY ONE:

SUSTAIN AND STRENGTHEN THE CHRISTIAN IDENTITY OF THE UNIVERSITY

Lubbock Christian University is a Christ-centered, academic community of learners. We seek to be authentically Christian, guided by our Christian faith in every dimension of our life as a community of higher learning. The university “refuses to separate the sacred from the secular, believing that Christian faith must be woven through the life of learning so that there as everywhere else, Jesus Christ is Lord.” Cornelius Plantinga, *Engaging God’s World* (Grand Rapids: William P. Eerdmans Publishing Co., 2002) 123. Our Christian mission inspires us to pursue excellence in all things, calling us to live in grateful response to what God has done for us; and equipping us for lives of purpose and service. This strategic priority is central to everything that follows. Every decision, every goal, and every initiative should align with the university’s Christian identity. Our mission statement points to the transformative educational experience we seek to provide, one that touches heart, mind, and hands. The vision statement also advances this idea of a transformative, holistic education, pointing to wisdom, vocation, and service as critical benchmarks of the LCU experience. In the years ahead the university will:

- 1.1. Attract, retain, and support qualified and diverse faculty and staff who embrace the university’s Christian mission and seek to embody its values.
- 1.2. Maintain and strengthen ties to our Heritage of Faith while participating in efforts to expand the Kingdom and bring unity and understanding to the body of Christ.
- 1.3. Foster a culture of service within the LCU community, inspiring and equipping students for lives of service by providing meaningful opportunities to serve locally, nationally, and internationally.
- 1.4. Emphasize the spiritual formation of students across all areas of the university through both the curriculum and co-curriculum.

PRIORITY TWO:

PURSUE THE HIGHEST STANDARDS OF ACADEMIC EXCELLENCE

Lubbock Christian University is a community of scholars and co-discoverers, committed to the highest standards of academic excellence. As a Christian university, we seek to instill in our students a love for wisdom, truth, beauty, and goodness, and give them the knowledge and skills needed to be productive and engaged citizens. Scripture tells us that “[t]he fear of the Lord is the beginning of wisdom,” (Proverbs 9:10), and accordingly, we seek to be known for our commitment to the lifelong pursuit of wisdom. The Christian faith “makes sacred” the intellectual life; it “adds seriousness to the enterprise. . . [and] gives the questions we struggle with in our work and in our lives a larger significance.” Robert Wuthnow, “Living the Question,” in *Christianity in the Twenty-First Century: Reflections on the Challenges Ahead*, (New York: Oxford Univ. Press, 1993) 209, 211-12. Therefore, LCU’s commitment to the highest standards of academic excellence is central to the university’s Christian identity. In the years ahead the university will:

- 2.1 Attract, retain, and support highly qualified faculty who are committed to advancing the university’s mission through their teaching, scholarship, and service.
- 2.2 Attract, retain, and support outstanding students who are committed to learning and who are inspired by the university’s mission.
- 2.3 Initiate and enhance programs and strategies that place “faith seeking understanding” as the central focus of inquiry in all teaching, learning, and research.
- 2.4 Support faculty and student research and scholarship and foster a culture of inquiry that encourages creative and critical thinking.
- 2.5 Develop programs and initiatives to improve student persistence and prepare students for success beyond college.
- 2.6 Seek and maintain discipline-specific accreditations as appropriate to strengthen the university’s academic offerings.
- 2.7 Continue to invest in learning and teaching resources needed to support student learning and faculty teaching and scholarship.

PRIORITY THREE:

DEEPEN OUR SENSE OF COMMUNITY BY ENRICHING THE STUDENT EXPERIENCE AND ENHANCING ALUMNI ENGAGEMENT

LCU has always been a place known for its deep and rich community, where individuals with a strong sense of a shared mission have joined together for the purpose of transforming the lives of students. The university's mission, vision, and values state that LCU is "a Christ-centered community," "an academic community of learners," and "a welcoming community." We are committed to being a place of joy and hospitality, of love and respect. Students and alumni are key parts of the university community. Indeed, our future growth and development will depend in large part on our ability to instill in both students and alumni an enduring sense of connectedness to their alma mater. As we live out our commitment to students, we will develop a larger and more engaged residential campus community and develop a more robust campus life. In the same way, increased alumni engagement is a critical priority, and we will seek to enhance the extent to which alumni manifest their loyalty to the university by giving back of their time, money, and energy. In the years ahead the university will:

- 3.1 Grow the campus residential community through the expansion of on-campus housing to create a more vibrant campus community.
- 3.2 Develop and enhance beautiful indoor and outdoor gathering spaces on campus where community can flourish.
- 3.3 Maintain and strengthen student participation in intercollegiate athletics, the performing and visual arts, and other co-curricular activities to strengthen the lives of participating students, increase affinity for the university, and build greater awareness of the university.
- 3.4 Ensure that the campus community remains a safe and secure environment for faculty, staff, students, and guests.
- 3.5 Continue to enhance and develop career resources to assist students in discerning their vocation and in understanding their career options, and provide greater levels of alumni engagement in the hiring, mentoring, and supporting of graduates.
- 3.6 Strengthen alumni engagement with the university by increasing alumni loyalty as measured by levels of alumni participation in university events, engagement with social media and other communication outlets, and alumni support of the university.

PRIORITY FOUR:

PREPARE STUDENTS TO ENGAGE THE WORLD BY EXPANDING THEIR HORIZONS AND INCREASING INSTITUTIONAL DIVERSITY

Lubbock Christian University is committed to preparing students to be thoughtfully engaged in the world. We want our students to be prepared to navigate a globe that continues to grow smaller through technological advances and ease of travel while also growing more diverse and complex. As a Christ-centered community, the university affirms that each person bears the image of God, and accordingly, should be treated with dignity and respect. We seek to prepare our students for thoughtful engagement with the world by giving them a diverse array of experiences and by increasing the diversity of the university community. In the years ahead the university will:

- 4.1 Broaden the horizons of students by increasing opportunities for students to experience and explore other cultures through on-campus and off-campus programs and initiatives.
- 4.2 Increase the diversity of the board of trustees, faculty, staff, and student body and develop and support programs and initiatives to ensure a hospitable environment for every member of the LCU community.

PRIORITY FIVE:

**ADVANCE THE UNIVERSITY'S REPUTATION BY EFFECTIVELY SHARING THE LCU STORY
MORE BROADLY AND DEEPLY**

The university's vision calls for us to "be a leading Christian university, known for [our] academic excellence." To make that vision a reality, the university must enhance its reputation, increase awareness of what it is doing, and extend its influence beyond its immediate region. This effort to address the university's perceived reputational deficit is a direct outgrowth of our Christian mission. We seek to shine our light as brightly as possible for the purpose of advancing the Kingdom of God. Reputations change gradually over time, and thus, achieving this priority will require sustained and consistent effort over a substantial period. This priority will require enhanced marketing and branding efforts, but it is not limited to marketing. Indeed, many of the goals included in this document are directed toward enhancing the university's quality and effectiveness, and each improvement contributes to the advancement of our reputation. In the years ahead the university will:

- 5.1 Strengthen the university's marketing and public relations functions to create greater awareness and appreciation of the university's academic strength and community engagement.
- 5.2 Raise the academic profile of the university by hosting distinguished visiting speakers, events, conferences, and dinners, and by highlighting faculty scholarship and service.
- 5.3 Participate in academic and professional alliances and associations to foster deeper and broader interaction with peer universities.

PRIORITY SIX:

TO FULFILL OUR VISION FOR THE UNIVERSITY, WE MUST EXPAND OUR AVAILABLE RESOURCES, INCLUDING HUMAN, FINANCIAL, AND PHYSICAL RESOURCES. THIS NEED IS A KEY ASPECT OF EACH OF OUR INSTITUTIONAL PRIORITIES AS WE STRIVE TO REALIZE THE UNIVERSITY'S GREAT PROMISE.

The university enjoys a strong financial condition as evidenced by its total assets surpassing 100 million dollars, significant growth in its endowment, and a consistently strong composite financial index, among other important measures. Continued growth of the university's resources will be critical in the period ahead in light of persistent concerns about affordability and the heightened expectations of students, alumni, and the government. The need for additional resources will require a multi-pronged response, including strong and stable enrollment growth leading to an increase in net tuition revenue; continued success in fundraising and university relations activities; growth in the university's endowment; and the identification of new sources of revenue. In the years ahead, the university will:

- 6.1 Launch and successfully complete the 2020 Vision Campaign, and obtain funding to support each of the initiatives of the campaign, which include: (1) sustaining academic excellence, (2) strengthening community, (3) endowing the future, and (4) building momentum.
- 6.2 Increase the university's endowment to support greater levels of student aid, more funding for faculty development, and sustainable growth of academic and academic support programs.
- 6.3 Strengthen efforts to recruit and retain students to support steady and sustainable growth in enrollment for undergraduate and graduate programs.
- 6.4 Conduct a strategic alignment review of our institutional processes and technology systems to transform the operating environment into a thriving student experience.
- 6.5 Enhance and expand campus facilities to support faculty and student success.
- 6.6 Exercise careful and prudent stewardship of all of the university's resources.