

ENGAGING OUR MISSION

A STRATEGIC PLAN FOR LINCOLN CHRISTIAN UNIVERSITY

2013 – 2017

Though our mission remains the same, the context of American higher education has changed. For the next four years, we believe that our mission, in our context, demands that we be: accessible, collaborative, focused and responsible.

GOAL ONE

We will identify and reduce obstacles such as time, cost, geography, culture and language to make an LCU education **accessible** to more people nationally and internationally.

GOAL TWO

We will engage churches and other organizations in **collaborative** efforts that will aid us in the pursuit of our mission.

GOAL THREE

We will candidly assess our strengths and weaknesses and engage in **focused** initiatives that build upon our strengths, minimize our weaknesses and which we can pursue with excellence.

GOAL FOUR

We will moderate all initiatives and activities with **responsible** stewardship of human and financial resources and a recognition of who we are as a Christian University as described in our statement of faith.

EXECUTIVE SUMMARY

Goal One: Accessible

When Jesus began his ministry, he left his home and made disciples of people where they lived. He asked his disciples to do likewise. Though people often came to hear Jesus and his disciples, the Gospel was spread by going and meeting people where they lived – geographically, culturally and intellectually.

Every prospective student faces obstacles to enrollment. To help them overcome these obstacles LCU must meet them where they live.

For some students, access is limited by geography. LCU will continue to increase online and hybrid course offerings, and will also be implementing a new physical site in Indianapolis. For other students, access is limited by cost. LCU will be re-evaluating pricing structures to ensure that we are competitive with other institutions while being fair to our own students across all three schools. For a growing segment of Christ's church, access to Christian higher education is limited by language. In connection with our China Initiative, we will continue to bring students to Lincoln to teach them English and enroll them in our academic programs, but under this plan we will also translate our most successful online degree program – the M.A. in Organizational Leadership – into Mandarin. This will allow Chinese students to earn a degree from LCU without learning English or securing a visa to study in the United States. We will also take substantial time in the coming four years to carefully evaluate other barriers to enrollment as well as barriers to retention – all with the goal of breaking these down to make and keep an LCU education accessible.

Goal Two: Collaborative

Jesus' ministry was collaborative. He ministered alongside everyone from fishermen to tax collectors. His message was for men, women, children and people of all nations and backgrounds. His church today is made up of all believers, each of whom is an integral part of the larger body with an important function that cannot be fulfilled in isolation.

Everything LCU does expends kingdom resources. Working collaboratively with churches, alumni and other organizations sharpens our ideas and conserves precious resources. Every new initiative – and many existing ones – must be viewed as potential collaborative opportunities.

Over the next four years we will be working to identify churches and colleges that can be strategic partners in offering LCU programs in new disciplines or markets. We will also explore the development of ongoing relationships with churches, non-profits and businesses that would be strong candidates for internship placement and career placement for our students. Where possible, we will pursue efficiencies of scale by seeking to develop model partnerships that can be replicated with multiple partnering organizations.

Goal Three: Focused

The Apostle Paul was a man of immense faith and talent. He could likely have taken on any ministry he saw fit, yet he took pride in his role as Apostle to the Gentiles. That is not to say that he was uninterested in other ministry, but his was a focused ministry.

LCU serves a mighty God and pursues a Great Commission. LCU cannot possibly engage Christ's church in all of its activities. We must choose carefully our initiatives and ensure that the results demonstrate the kind of excellence one would expect from activity done to God's glory.

Over the next four years, we will develop rigorous processes for assessing the strengths and weaknesses of all of our activities, but especially our academic programs. We will use these results to sharpen what we do so that we continuously improve. We will focus new initiatives on those activities that build upon the strengths of who we are. For example, LCU has a long history of training Christian counselors through the Seminary's counseling program. A new initiative building upon this part of our past will be securing CACREP accreditation for the Seminary's Master of Arts in Counseling program.¹

Goal Four: Responsible

In the parable of the bags of gold, Jesus told a story in which a man left three of employees in charge of his business during an absence. Upon his return, the man discovered that two of his employees had taken the money he had given them and put it to work bringing back a return on the investment. The third, however, buried the gold, neither making a profit nor suffering a loss. Upon his return, the man dismissed the third employee for failing to even attempt to put to good use that which had been entrusted to him.

God has given to LCU three precious resources: our institutional integrity as set forth in our statement of faith, the people who make up our community – be they students, faculty, alumni or the many others, and the financial resources that allow us to engage our mission.

Our final goal is to go forward with the work entrusted to us while remaining true to who we are and being good stewards of the resources entrusted to us. Thus as we move forward by expanding access in such ways as creating more online and off-site educational offerings, we will also develop and implement rigorous faculty and staff training regarding online instruction and design as well as how to provide high quality student services to those not residing at our main campus. Similarly, in order to support our progress, we will implement a technology prioritization plan as well as a policy and procedures manual for Campus Technology. Thus the goal is not to restrain the pursuit of the other three strategic goals but instead, to be certain that our pursuit of those goals makes the most of our resources.

¹ Council for Accreditation of Counseling and Related Educational Programs.

Short Term Goals

Summary and Assignment Tables

By Division

School of Undergraduate Studies

Objective	Description	Assigned
1 ST 1)	SUS online/hybrid plan development	SUS Dean
1 ST 2)	SUS summer course offering plan development	SUS Dean
1 ST 3)	Increase iTransfer course recognition	SUS Dean
2 ST 1)	Identify church internship partnership possibilities	SUS Dean
2 ST 2)	Identify business & nonprofit partnership possibilities	SUS Dean
2 ST 3)	Identify study abroad partnership opportunities	SUS Dean
2 ST 4)	Identify strategic transfer partnership opportunities	SUS Dean
3 ST 1)	Identify distinctives/hallmarks	SUS Dean
3 ST 2)	Conduct program review proposals	SUS Dean
3 ST 3)	Review faculty credentialing policy and implementation	SUS Dean
3 ST 4)	Develop SUS assessment plans	SUS Dean
4 ST 1)	5% budgetary set-aside	SUS Dean
4 ST 2)	Develop a Faculty development plan	SUS Dean

Seminary

Objective	Description	Assigned
1 ST 4)	Implement MA in Ministry in Indianapolis	Program Dir.
1 ST 5)	Realign current MAs into MAM and MA (academic)	Sem. Dean
1 ST 6)	Increase online, off-site, intensive and evening courses	Sem. Dean
1 ST 7)	Identify other MAM sites	Sem. Dean
2 ST 4)	Identify potential church partnerships/sites	Sem. Dean
2 ST 5)	Identify potential college/university partnerships/sites	Sem. Dean
3 ST 4)	Identify distinctives/hallmarks	Sem. Dean
3 ST 5)	Conduct program review	Sem. Dean
3 ST 6)	Seminary assessment plans	Sem. Dean
3 ST 7)	Secure CACREP accreditation	MAC Prog. Dir.
4 ST 3)	Create and implement budgetary set-aside	Sem. Dean
4 ST 4)	Create faculty development plan	Sem. Dean

Hargrove

Objective	Description	Assigned
1 ST 8)	Consider degree expansion at all Hargrove sites	Harg. Dean
1 ST 9)	Consider Indianapolis program offerings	Harg. Dean
2 ST 7)	Identify potential church/other partnerships/sites	Harg. Dean
2 ST 8)	Identify potential college/university partnerships/sites	Harg. Dean
3 ST 9)	Incorporate distinctives/hallmarks	Harg. Dean
3 ST 10)	Conduct program review	Harg. Dean
3 ST 11)	Conduct & implement faculty credentialing policy	Harg. Dean
3 ST 12)	Develop program assessment plans	Harg. Dean
3 ST 13)	Increase faculty and student library use	Harg. Dean
4 ST 5)	Create & implement budgetary set-aside	Harg. Dean
4 ST 6)	Create faculty development plan	Harg. Dean
4 ST 7)	Create and implement continuing adjunct education	Harg. Dean

China Institute

Objective	Description	Assigned
1 ST 10)	Increase enrollment in English Language Academy	China Institute
1 ST 11)	Increase enrollment of residential Chinese students	China Institute
1 ST 12)	Review policies for international student success	China Institute
2 ST 9)	Develop & implement plan for constituent involvement	China Institute
2 ST 10)	Develop relationships in China re: non-degree programs	China Institute
2 ST 11)	Develop relationships in China re: degree programs	China Institute

Student Development

Objective	Description	Assigned
1 ST 14)	Remove prospective student obstacles	VP Student Dev.
1 ST 15)	Conduct review of best retention practices LCU-wide	VP Student Dev.
2 ST 12)	Identify prospects to increase cross-cultural experience	VP Student Dev.
3 ST 14)	Develop university-wide career services program	VP Student Dev.
4 ST 8)	Review LCU's Emergency Plan and related processes	VP Student Dev.
4 ST 9)	Facilitate formation/community discussion	VP Student Dev.

Enrollment

Objective	Description	Assigned
1 ST 16)	Identify most common barriers to enrollment	VP Enrollment
1 ST 17)	Plan to increase direct transition from SUS to Graduate	VP Enrollment
1 ST 18)	Plan to identify 5 denominations in Illinois to recruit	VP Enrollment
2 ST 12)	Develop constituent involvement plan for recruiting	VP Enrollment
3 ST 15)	Conduct a perspectives study of prospective students	VP Enrollment
4 ST 10)	Conduct fin. aid assessment & aid packaging review	VP Enrollment

Provost

Objective	Description	Assigned
2 ST 14)	Dev. plan for alumni input re prog. addition/elimination	Provost
2 ST 15)	Identify opportunities for increased diversity	Provost
3 ST 11)	Secure accreditation reaffirmation	Provost
3 ST 12)	Incorporate distinctives/strengths into planning, etc.	Provost
4 ST 11)	Develop annual technology prioritization plan	Provost
4 ST 12)	Develop CT Policy and Procedures Manual	CT Director
4 ST 13)	Develop plan to improve quality/accessibility of data	Provost

Finance

Objective	Description	Assigned
1 ST 19)	Conduct internal and external pricing evaluation	VP Finance
4 ST 14)	Develop four year capital improvement plan	VP Finance

Advancement

Objective	Description	Assigned
1 ST 20)	Develop marketing plan targeting Chinese students	
2 ST 16)	Develop constituent involvement plan for marketing	Marketing
2 ST 17)	Create planned giving marketing plan	Marketing
2 ST 18)	Establish "Legacy Society" for estates naming LCU	VP Advance.
2 ST 19)	Develop strategies for alumni loyalty in non-res. alumni	AVP Alumni
2 ST 20)	Identify collaborative opportunities to enhance diversity	
2 ST 21)	Identify cross-cultural collaborative opportunities	
2 ST 22)	Improve awareness of LCU alumni accomplishments	AVP Alumni
2 ST 23)	Increase faculty representing LCU in partner churches	Church Dev.
2 ST 24)	Raise LCU Student representation in partner churches	Church Dev.
2 ST 25)	Increase number of ministers participating on campus	Church Dev.
2 ST 26)	Improve referral/replacement process for partner churches	Church Dev.
2 ST 27)	Improve responsiveness to partner church giving	VP Advance.
3 ST 18)	Assess delivery model of estate planning services	VP Advance.
3 ST 19)	Assess LCU's direct mail and online solicitation prog.	Marketing
3 ST 20)	Implement LCU-wide marketing plan for strategic plan	Marketing
3 ST 21)	Develop/implement LCU-wide event planning process	Marketing
4 ST 15)	Develop donor recognition & retention program	VP Advance.
4 ST 16)	Develop process to reactivate lapsed donors	VP Advance.
4 ST 17)	Conduct feasibility study for LCU capital campaign	VP Advance.
4 ST 18)	Identify new strategies to grow endowment fund	VP Advance.
4 ST 19)	Train website content owners to update LCU website	Marketing

Long Term Goals

Summary and Assignment Tables

By Division

School of Undergraduate Studies

Objective	Description	Assigned
1 LT 1)	SUS online/hybrid plan implementation	SUS Dean
1 LT 2)	SUS summer course offering plan implementation	SUS Dean
1 LT 3)	Plan to repackage and enhance general education	SUS Dean
2 LT 1)	Implement model church internship program	SUS Dean
2 LT 2)	Implement model business/nonprofit intern. program	SUS Dean
2 LT 3)	Secure strategic transfer agreements	SUS Dean
3 LT 1)	Implement distinctives/hallmarks	SUS Dean
3 LT 2)	Implement program review proposals	SUS Dean
4 LT 1)	Implement faculty online training for instruction/design	SUS Dean
4 LT 2)	Increase percentage of doctoral faculty in SUS	SUS Dean
4 LT 3)	Increase scholarship frequency	SUS Dean
4 LT 4)	Increase scholarship opportunities	SUS Dean

Seminary

Objective	Description	Assigned
1 LT 4)	Implement MAM on Lincoln campus	Sem. Dean
1 LT 5)	Review Indy MAM and make any needed adjustments	Sem. Dean
1 LT 6)	Review revised MAs and identify any needed changes	Sem. Dean
1 LT 7)	Determine if the academic MA should be offered online	Sem. Dean
1 LT 8)	If appropriate, add MAM sites as feasible	Sem. Dean
1 LT 9)	Increase non-Restoration Movement enrollment	Sem. Dean
1 LT 10)	Increase online MAC course offerings	Sem. Dean
2 LT 4)	Follow through with church collaborative opportunities	Sem. Dean
2 LT 5)	Follow through with college collaborative opportunities	Sem. Dean
3 LT 3)	Incorporate distinctives/hallmarks	Sem. Dean
3 LT 4)	Implement program review results	Sem. Dean
4 LT 5)	Implement faculty development plan	Sem. Dean
4 LT 6)	Increase doctoral credentialed faculty in Seminary	Sem. Dean
4 LT 7)	Increase frequency of Seminary faculty scholarship	Sem. Dean
4 LT 8)	Create opportunities for increased scholarship	Sem. Dean

Hargrove

Objective	Description	Assigned
1 LT 11)	Implement new programs any appropriate Harg. site	Harg. Dean
1 LT 12)	Implement any Indianapolis programs	Harg. Dean
2 LT 6)	Develop & implement reproducible church collab. model	Harg. Dean
2 LT 7)	Develop& implement reproducible college collab. model	Harg. Dean
2 LT 8)	Identify opportunities for international engagement	Harg. Dean
3 LT 5)	Incorporate distinctives/hallmarks	Harg. Dean
3 LT 6)	Implement program review results	Harg. Dean
4 LT 9)	Create potential faculty database	Harg. Dean
4 LT 10)	Increase percentage of doctoral credentialed faculty	Harg. Dean

China Institute

Objective	Description	Assigned
1 LT 13)	Increase enrollment in English Language Academy	China Institute
1 LT 14)	Increase matriculation from ELA to SUS	China Institute
1 LT 15)	Increase Chinese enrollment in resid. Degree programs	China Institute
1 LT 16)	Implement plan re: Hargrove program(s) in Mandarin	China Institute
2 LT 9)	Offer non-credit seminars, training, etc., in China	China Institute
2 LT 10)	Offer non-credit seminars, training, etc., at LCU	China Institute

Student Development

Objective	Description	Assigned
1 LT 17)	Implement retention plan	VP Student Dev.
2 LT 11)	Pursue identified possible cross-cultural experiences	VP Student Dev.
2 LT 12)	Evaluate LCU's athletic conference	Athletic Dir.
3 LT 7)	Implement university-wide career services program	VP Student Dev.
3 LT 8)	Utilize distinctive/strengths in planning	VP Student Dev.
4 LT 11)	Create staff development and training plan	VP Student Dev.
4 LT 12)	Implement Emergency Plan	VP Student Dev.
4 ST 13)	Implement formation/community discussion	VP Student Dev.

Enrollment

Objective	Description	Assigned
1 LT 18)	Implement results of enrollment barriers study	VP Enrollment
1 LT 19)	Implement plan for LCU undergrad to LCU grad rate	VP Enrollment
1 LT 20)	Implement plan to increase non-Rest. Enrollment	VP Enrollment
2 LT 13)	Implement plan to involve constituents in recruiting	VP Enrollment
3 LT 9)	Implement changes needed re: perspectives study	VP Enrollment
3 LT 10)	Utilize identified distinctives to shape planning	VP Enrollment

Provost

Objective	Description	Assigned
2 LT 14)	Implement plan to involve constituents in program dec.	Provost
2 LT 15)	Pursue identified opportunities to increase diversity	Provost
3 LT 11)	Secure accreditation reaffirmation	Provost
3 LT 12)	Utilize identified distinctives to shape planning	Provost
4 LT 14)	Increase cross-school teaching and scholarship	Provost

Finance

Objective	Description	Assigned
1 LT 21)	Implement necessary policy/pricing changes	VP Finance
3 LT 13)	Utilize identified distinctives to shape planning	VP Finance
4 LT 15)	Conduct study and implement pricing changes if needed	VP Finance
4 LT 16)	Develop university risk management plan	VP Finance
4 LT 17)	Conduct review of China Institute resource allocation	VP Finance

Advancement

Objective	Description	Assigned
1 LT 22)	Develop targeted church resources	Church Dev.
1 LT 23)	Improve website functionality	Marketing
2 LT 16)	Implement plan to use constituents in marketing efforts	Marketing
2 LT 17)	Evaluate planned giving marketing plan	Marketing
2 LT 18)	Grow size of the legacy society	VP Advance.
2 LT 19)	Implement plan for alumni loyalty w/ non-res. students	AVP Alumni
2 LT 20)	Implement tech. plan to improve alumni networking	AVP Alumni
2 LT 21)	Work w/enrollment to involve constituents in recruiting	VP Advance.
2 LT 22)	Develop network of retired ministers & LCU fac. & staff	Church Dev.
2 LT 23)	Increase the number of partner churches	VP Advance.
3 LT 14)	Implement new estate planning delivery services	VP Advance.
3 LT 15)	Establish comprehensive e-philanthropy program	VP Advance.
3 LT 16)	Utilize identified distinctives to shape planning	VP Advance.
3 LT 17)	Revise and refresh university marketing plan	Marketing
4 LT 18)	Integrate donor recognition plan into communications	VP Advance.
4 LT 19)	Revise donor lapse reactivation plan	VP Advance.
4 LT 20)	If appropriate, conduct capital campaign	VP Advance.
4 LT 21)	Employ marketing and soliciting funds for scholarships	VP Advance.