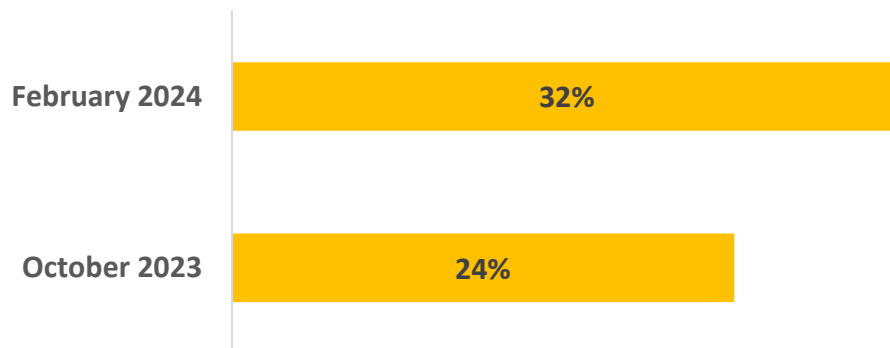


TLU 2025 Strategic Plan

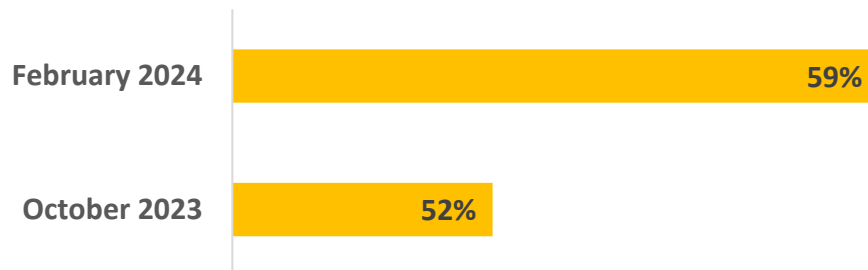
Progress Update

February 2025

Percentage of Strategic Initiatives Completed



Average Percentage Accomplished per Strategic Initiative



Progress

Accomplishments

Continuing Efforts

Strategic Goal 1. Strengthen and Expand the Student Experience

Initiative 1.a. Establish and meet goals for student retention and graduation rates, being attentive to those especially at higher risk of leaving, including our large population of first-generation students. [Retention]

60%	Student Affairs has integrated more technology, reimagined programs and services, improved academic advising, enhanced student belonging, improved support around faculty and staff engagement with students, including first generation students, where we have refined our tactics to better serve first gen and first year students.	A continued and more nimble focus on our work with <i>Moving the Needle</i> (MTN) and Title V will support campus efforts to improve retention and graduation rates especially for first generation students. I do not foresee us fully accomplishing this goal until we reach at least 75% retention and a corresponding graduation rate.
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Initiative 1.b. Develop a comprehensive approach to career services that links post-graduate opportunities to our curriculum and our alumni, and that focuses on lifetime services for TLU students. [Career services]

80%	Student Affairs has implemented a comprehensive career development and service-learning program, including new career fairs and partnerships with community employers, that prepares students for post-graduate opportunities throughout their lifetime.	Work remains in partnering with faculty to promote and ensure we have embedded career-related skills like communication, problem-solving, and digital literacy into the curriculum across multiple disciplines.
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Initiative 1.c. Establish comprehensive health and wellness support in student health services that addresses physical and mental health. [Wellness]

COMPLETED	A newly created Student Health & Wellness Center provides both physical and mental health services to all students in a centralized location and includes 24-hour virtual support and health services. This work has been enhanced by new partnerships with local urgent care service, collaborations with wellness groups, expanded basic needs services, and increased programmatic offerings.	We are finalizing an agreement with external medical director/physician for the Health & Wellness Center who will add additional services, support, and value to the overall operations of the program.
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Progress

Accomplishments

Continuing Efforts

Initiative 1.d. Continue fundraising for Student Athletic Center to improve conditioning area for athletes and provide dedicated fitness space for all other students. [Athletics Center]

20%	We have scheduled on the calendar for February and March a regional event for the San Antonio Regional area and the Hill Country Regional area. Both events are "selective" events geared to LSAC's top prospects. We have increased naming opportunities to include more mid-level ranged gifts. Front Row with Verne Lundquist and Terry Bradshaw, celebrating 20 years of Front Row Events, will return to San Antonio on April 5, 2024, at the Hyatt Regency. Ticket Sales are well underway. President, Vice President for Development, and major gift officers are actively managing priority list of top-level donor prospects for the VLSAC.	We are still planning to host two additional regional events in the Austin and DFW areas. We are exploring grant opportunities, including equipment, and have actively submitted grants. We have a targeted mailing scheduled for the end of February 2024.
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Initiative 1.e. Add one women’s sport within the Southern Collegiate Athletic Conference to enhance student experience, equity, and revenue. [Athletics equity]

COMPLETED	in 2024 the TLU Acrobatics and Tumbling Team has increased to a roster size of 20 under the direction of Coach Cam Bryant. Since the team has a squad size of 20, the TLU Acrobatics and Tumbling Team plans to compete TLU Acrobatics and Tumbling team will, for the first time, be eligible to compete in the team phase of the A/T meets.	The remaining accomplishments for this initiative include increasing the team size to 30 in FY25 with increased recruitment efforts to reach the goal set by the Revenue Growth Task Force.
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Initiative 1.f. Complete needed upgrades related to campus services and amenities, including appropriate investments in residence halls to enhance and improve conditions in these living spaces. [Student living spaces]

20%	Renovations have been completed on four campus residence halls, including new flooring , furniture, appliances, fixtures, and HVAC units.	Remaining initiative projects include HVAC replacements for remaining apartment complexes, additional furniture and flooring updates for residence halls, including South Apartments fixtures, appliances, and roofing.
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Progress

Accomplishments

Continuing Efforts

Initiative 1.g. Create a Parent Advisory Council that supports academic excellence by assisting students and their parents in understanding the TLU community. [Parent Advisory Council]

COMPLETED	<p>The Parent & Family Association is laying out its foundation in becoming an engaging program for Texas Lutheran. Throughout fall 2023 the Parent & Family Association maintained communication for programming through the Parent Newsletter distributed by University Marketing. Parents also received targeted Homecoming promotions to ensure their participation at Homecoming 2023. We also began conversations with a third-party student care package company that will be launched in spring 2024. Through Giften Market parents and family members will have an online store to send care packages to their students that include study necessities, snack items, or relaxation essentials. On April 13, 2024, we will host Parent & Family Day to include A Chapel service, brunch and the annual ring ceremony. We are also partnering with First-Year Experience to possibly include additional programming during this day.</p>	<p>Development and Alumni Relations will continue to work with internal departments to increase parent engagement throughout campus to include events and volunteer opportunities. We will strive to increase participation at University large-scale events like Homecoming, and now, Parent & Family Day. We will also evaluate opportunities to engage parent and family members with alumni so that we can build a bridge between Bulldog families.</p>
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Strategic Goal 2. Diversify and Strengthen Academic Programs

Initiative 2.a. Identify and make necessary technological investments needed for the next four years, with particular attention to ubiquitous wireless and cyber security. [Technology]

80%	<p>Technology improvements include a new Learning Management System (Brightspace/D2L), updated internet security, and enhanced Wi-Fi infrastructure in all residence halls and academic/administrative areas.</p>	<p>Remaining initiative projects include improved outdoor common area Wi-Fi infrastructure, core network backbone upgrade, and additional remote access security software for network firewall.</p>
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Progress

Accomplishments

Continuing Efforts

Initiative 2.b. Expand the Direct Entry Master of Science in Nursing (DEMSN) program from New Braunfels to additional locations. [DEMSN]

<p>10%</p>	<p>The DEMSN foundation is New Braunfels has positioned us well for expansion, though we await Texas Board of Nursing approval for future expansion.</p>	<p>We are currently working on a request to the Texas Board of Nursing to expand our DEMSN program to more than one cohort in New Braunfels and to additional off-campus instructional sites, including Houston. In Process.</p>
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Initiative 2.c. Create and continue the implementation of a systematic and data-driven review of academic programs to determine appropriate adjustments and development of new programs, resulting in a strong academic portfolio that informs marketing and other resource decisions. [Program review]

<p>20%</p>	<p>A University-wide Program Planning (UPP) group is being created to regularly review academic and student support programs using data-informed processes that considers both economic margins and contributions to the university's mission.</p>	<p>The UPP group will be instituted in FY24 and begin the review process for academic and student support programs. The Cabinet has approved the process, the faculty will vote its representatives in January and February and the first meeting will occur at the end of March, 2024.</p>
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Initiative 2.d. Ensure that the Blumberg Memorial Library functions as a vibrant digital library and learning commons to enhance connection, engagement, and accessibility. [Library]

<p>50%</p>	<p>The main holdings database for Blumberg Memorial Library has been upgraded to provide enhanced search capability, borrower access, and material tracking.</p>	<p>Remaining initiative projects include installation of a new self-check kiosk and a shared 3-D printer as well as continued updates to library processes and systems. TLU recently received information from Credo on continued updates to the Library. I will review these with Dan Flores this spring and the Cabinet will determine next steps given this information on the campus.</p>
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Progress

Accomplishments

Continuing Efforts

Strategic Goal 3. Embrace and Celebrate a Culture of Diversity, Equity, and Inclusion

Initiative 3.a. Develop faculty and staff hiring and mentoring practices to prioritize diversity, equity, and inclusion. [Employee DEI]

50%	Trained diversity advocates now provide guidance for all faculty searches and a year-long New Faculty Forum has been established. The VPAA and VPDEI have deepened the sense of belonging of newly hired faculty. Submitting a Mellon Foundation grant that will include DEI mentoring.	Remaining initiative projects include creation of a common staff hiring process with consistent standards and outcomes. A new interim director will assist in the development of a plan to strategically include innovative practices in the hiring practices of employees and prioritization of DEI.
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Initiative 3.b. Develop a centralized compliance and complaint process for all diversity, equity, and inclusion issues. [DEI compliance]

COMPLETED	An online reporting process has been created using Maxient and is available on the DEI/Title IX webpage.	n/a
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Initiative 3.c. Prioritize equity and improvements in compensation and benefits for all employees. [Compensation equity]

25%	The initial steps of TLU's Pay Equity Project have been established with a focus on articulating the goals and expected outcomes of a university-wide pay equity study.	TLU hired a new interim director for HR. This person has previous experience in conducting similar pay equity studies. This additional insight will be a valued added experience to this initiative.
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Progress

Accomplishments

Continuing Efforts

Initiative 3.d. Develop programs that are attentive to the social and economic mobility of our students. [Social mobility]

50%	New and enhanced programs attentive to social and economic mobility were included in the Title V grant awarded to TLU. Hired the Title V Director and Program Coordinator.	Planning and initial implementation of the Title V grant-funded Buenos Center will be accomplished by FY25. We hired a full-time Title V Director, Victor Davila, in December 2023. Meetings are currently underway with faculty/staff to develop and plan for grant related programs that address this initiative. Need to hire additional Title V staff including: Data Analyst and Librarian.
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Initiative 3.e. Develop a Faculty Fellows Program that fosters academic connections and leadership to institutional DEI priorities. [Faculty Fellows Program]

50%	After a request for institutional funds to establish this program were not successful in FY23, we identified a Mellon Foundation Grant as a potential option. In Feb 2024, we will submit a \$500,000 grant for this initiative.	Remaining initiative goals include the successful submission of the Mellon Foundation Grant. Grant awards will be announced in Summer 2024.
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Strategic Goal 4. Establish a Predictable Business Model that Provides Financial Stability

Initiative 4.a. Establish and meet net tuition revenue and enrollment growth goals for the next four years. [Revenue growth]

20%	New programs continue to contribute to enrollment and overall net tuition revenue. The cross-departmental Enrollment Forecasting Team (EFT) began monthly meetings in December 2023 with the goal of tracking and reporting comprehensive enrollment and further refining enrollment forecasts.	The University-wide Program Planning (UPP) group will begin meeting this spring. UPP will be reviewing academic and student support programs (new and existing) to assess financial contributions and contributions to the overall institutional mission. A multi-year budgeting process will be implemented starting summer 2024. Work will continue to strengthen partner relationships and programs.
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Progress

Accomplishments

Continuing Efforts

Initiative 4.b. Implement recommendations of Revenue Growth Task Force by investing in new programs and services with appropriate marketing resources to create revenue generation. [New Programs/Services]

<p>20%</p>	<p>Implementation of the Revenue Growth Task Force. Five new programs and services have been developed, approved, and implemented at the recommendation of the Revenue Growth Task Force since spring 2021 (Interdisciplinary Studies, MBA, leadership doctorate, Women’s Acrobatics and Tumbling, and the Transfer and Grad Center). Investments in staffing, equipment, and other needs have been made to three existing administrative areas (Marketing, Development, and Financial Services) and seven academic programs (Computer Science, Data Analytics, Education, Kinesiology, Music, Nursing, and Psychology).</p>	<p>Despite significant investment in these programs, we have yet to meet original revenue growth targets. For the revenue impact to continue to stabilize and grow, program implementations and investments will need to continue to be closely monitored. Ongoing revenue growth efforts will continue to be a priority for TLU and will be examined through the Innovation and Growth Committee and through implementation of the UPP in the upcoming year.</p>
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Initiative 4.c. Launch a comprehensive campaign that heightens giving across all areas and moves the STEM facility project through pre-campaign work toward completion. [STEM Fundraising]

<p>18%</p>	<p>The Pfluger architects are currently re-working the schematic design for the STC project. The development staff is working with Dr. Cottrell to re-develop a campaign timeline for board approval.</p>	<p>Pending board approval of the re-developed timeline, Development is progressing with the comprehensive campaign. The timeline addresses the database, prospects, budget, staffing, branding, the silent phase, the public phase, grant submissions, and the regional kick-off meetings and connect with Cottrell events. This spring, immediate plans are being worked on to select a consultant to score our database to help identify fundraising opportunities and limitations for STC and the Campaign. The newly hired director of Corporation and Foundation Relations continues to focus on identifying granting opportunities for all aspects of the campaign.</p>
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Progress
Initiative 4.d.

Accomplishments

Continuing Efforts

Maintain a robust grant program that supports organizational funding priorities each year to enhance our financial foundation and provide new opportunities for faculty and staff. [Grants]

COMPLETED	Since September 2023, the Grants Team has been working towards two primary objectives: funding for nursing and identifying budget funding opportunities. The grants team has been exploring ways to support the Credo initiative, an important aspect of the overall mission of retention and recruitment. Eleven grants proposal have submitted totaling \$475,000. Two grants have been approved for a total of \$140,000.	In the next three months, there are six grant applications scheduled to be submitted, totaling \$555,500. These submissions will support nursing, humanities/DEI, and vocational and career services. The grants team will continue to consider work on grants that may fall outside of university priorities; any grant that is budget relieving, impacts retention, is focused on HIS or nursing will be given top priority. We strive to always continue a robust grants submissions pipeline with at least \$1 million in submissions.
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Initiative 4.e. Continue to expand understanding of TLU’s budget picture with all faculty and staff, utilizing the Budget Advisory Committee, Benefits and Retirement Advisory Committee, Faculty Association, and TLU Staff Association as part of this effort. [Budgeting]

40%	Regular institutional budget status updates and discussions continue to be had with the Budget Advisory Committee, Benefits and Retirement Advisory Committee, Faculty Association, and the TLU Staff Association. Budget updates are also provided to the TLU community at the monthly town hall meetings.	Budget workshops to increase institutional budget understanding and awareness will be available starting in the spring. Recurring budget meetings will be held with budget managers and division leaders to provide budget updates and address budget concerns. Efforts to increase the understanding of the institutional budget and overall financial picture will be ongoing.
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Progress

Accomplishments

Continuing Efforts

Initiative 4.f. Create an Institutional Research and Effectiveness structure that provides robust data analysis for strategic financial, academic, and other priority decisions. [Data]

75%	Under the leadership of a new director of institutional research since FY22, data collection and reporting processes have been redesigned and made more collaborative across the university. This has resulted in a deeper understanding of the principles and practices that foster data-informed decision making and improved effectiveness.	Remaining accomplishments for this initiative include the hiring of a new data analyst, continued improvements to our processes by the Coordinator of Academic Affairs and leading the establishment university-wide data governance policies and procedures. As Academic Affairs continues to better use TLU's Jenzabar system, the community will identify and enhance its data governance systems.
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Strategic Goal 5. Create Strong Partnerships and Collaborations

Initiative 5.a. Enhance work with local entities including Guadalupe Regional Medical Center, Chamber of Commerce, Seguin Economic Development Corporation and other local businesses, educational institutions, advocacy groups, and industries to increase partnerships and programs that benefit TLU and the local community. [Community partners]

COMPLETED	The Development and Alumni Relations team has actively and successfully secured key positions within various community boards and councils, contributing significantly to our engagement with local entities. These leadership roles not only strengthen our ties with the community but also position TLU as an influential and active participant in local decision-making processes. Current leadership roles include the following entities: the Main Street Advisory Board, the Seguin Chamber of Commerce Board of Directors, the Seguin Women's Council, Seguin Young Professionals, the Downtown Business Alliance, Seguin Education Foundation Board of Directors, and the New Braunfels Chamber of Commerce.	In the upcoming years, through a combination of strategic partnerships and active community involvement, TLU's Development and Alumni Relations will play a pivotal role in enhancing the TLU's impact on the local community, fostering a mutually beneficial relationship that goes beyond traditional academic boundaries. Our strategic focus revolves around building meaningful partnerships with businesses and corporations, aiming not only to secure funding but also to create valuable opportunities for our students. Building on our recent successes, such as securing internship opportunities with CMC Steel and Seguin Main Street, we will actively seek new collaborations that enhance academic learning experiences and provide pathways to employment.
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Progress

Accomplishments

Continuing Efforts

Initiative 5.b.

Expand Business Partners Program through more collaboration with the Seguin and surrounding communities to create academic learning opportunities, internships, and funding opportunities. [Business partners]

COMPLETED	<p>Significant progress has been made in expanding the Business Partners Program. Two internship opportunities have been secured for TLU students, one with CMC Steel, where Annual Giving is collaborating with Bill Vanderwaal, and the second with Seguin Main Street, where Annual Giving is working closely with Blair Friar. These initiatives not only provide valuable learning experiences for students, but also strengthen the ties between TLU and local businesses. Efforts have been made to revamp the Business Partners Program. The benefits have been updated, and there is a renewed focus on regular information sharing and stewardship through Chamber mixers and councils within the Chamber of Commerce.</p>	<p>The Business Partners Program is poised for further expansion in the coming years. Plans include incorporating more local organizations into the program and promoting Named Annual Scholarship opportunities, along with increased sponsorship opportunities. The active involvement of Annual Giving in various community boards, coupled with ongoing efforts to participate in community events, positions TLU to have a more significant impact and influence within Seguin and the surrounding communities.</p>
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Initiative 5.c. Establish leadership of new campus pastor to strengthen church relations efforts and advance faith initiatives and spiritual development in collaboration with Campus Ministries, Center for Servant Leadership, theological studies, and TLU’s student interfaith group. [Church relations]

COMPLETED	<p>Since the start of the 2023-2024 academic year, Dr. Cottrell has visited six congregations for Sunday worship in Texas (with two more scheduled this Fall), some of these along with TLU Campus Ministry for “TLU Takeovers”. The Church Relations Newsletter continues to give us a strong presence in our three synods, giving monthly updates of activities of TLU and Campus Ministry. Through the leadership of Pastor Wes Cain, our Campus Ministry is strong and vibrant. He continues to build the program and to engage with our Theology Department on collaborations and initiatives.</p>	<p>Church relations efforts will continue to expand in the year ahead, with TLU represented at many local, state, and national events, culminating with the 2024 National Youth Gathering next summer.</p>
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