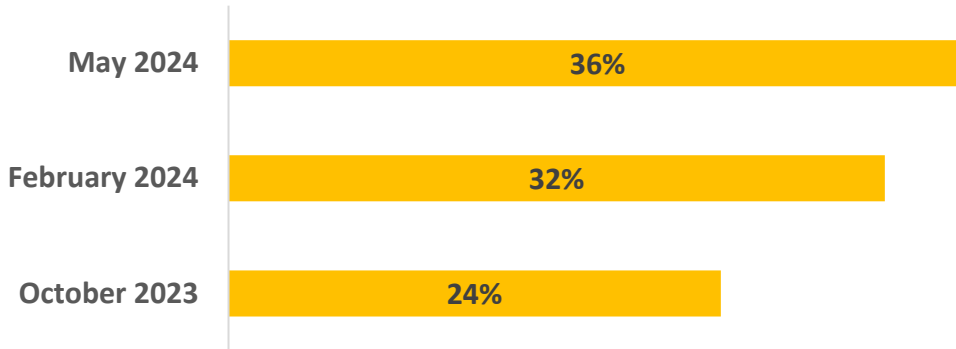


TLU 2025 Strategic Plan

Progress Update

May 2024

Percentage of Strategic Initiatives Completed



Average Percentage Accomplished per Strategic Initiative



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]

Progress	Accomplishments	Continuing Efforts
70%	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. Increased service and usage of the Student Needs Center has also been a positive contributing factor towards minimizing obstacles for graduation.	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.

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]

Progress	Accomplishments	Continuing Efforts
85%	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.

Initiative 1.c. Establish comprehensive health and wellness support in student health services that addresses physical and mental health. [Wellness]

Progress	Accomplishments	Continuing Efforts
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.

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]

Progress	Accomplishments	Continuing Efforts
49%	The LSAC remains our top priority outside of increasing annual donations. The last appeal scheduled for the campaign is an email to follow up on the mailer, which dropped in the first part of April. Front Row with Verne Lundquist and Terry Bradshaw netted approximately \$207,000 for the LSAC.	Pending board approval at the next meeting for next steps.

Initiative 1.e. Add one women’s sport within the Southern Collegiate Athletic Conference to enhance student experience, equity, and revenue. [Athletics equity]

Progress	Accomplishments	Continuing Efforts
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.

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]

Progress	Accomplishments	Continuing Efforts
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. Two halls (Trinity and Baldus) will get makeovers summer 2024 along with Renger apartments getting new A/C units.

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]

Progress	Accomplishments	Continuing Efforts
COMPLETED	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 4/13 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.	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.

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]

Progress	Accomplishments	Continuing Efforts
80%	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.	Remaining initiative projects include improved outdoor common area Wi-Fi infrastructure, core network backbone upgrade, and additional remote access security software for network firewall which are planned for summer of 2024.

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

Progress	Accomplishments	Continuing Efforts
80%	The DEMSN foundation is New Braunfels has positioned us well for expansion, though we await Texas Board of Nursing approval for future expansion.	The Texas Board of Nursing has just approved our request to expand our DEMSN program to more than one cohort in New Braunfels. We may now offer three cohorts per year. We are in the planning phase to add the DEMSN to our Houston site. In Process.

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]

Progress	Accomplishments	Continuing Efforts
COMPLETED	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.	The University Program Planning group had its initial meeting in March and will meet again in May. The University Program Planning will provide the process for the detailed review of new academic and other revenue generating programs. It will also serve as the venue to review and make adjustments to our academic portfolio, identifying current programs to grow, sustain, or possibly sunset.

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]

Progress	Accomplishments	Continuing Efforts
75%	The main holdings database for Blumberg Memorial Library has been upgraded to provide enhanced search capability, borrower access, and material tracking.	The new self-check kiosk and a shared 3-D printer have been installed as well as continued updates to library processes and systems. Dr. Wade, Bill Senter, and I have reviewed the Credo recommendations with Dr. Dan Flores as we continue to make decisions on how to implement these recommendations.

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]

Progress	Accomplishments	Continuing Efforts
55%	Diversity advocates continue to work with all faculty searches. A Mellon Foundation grant was submitted that will include DEI mentoring. HR staff have attended the national CUPA-HR conference in MN and will review and apply information gained from this event for new hiring protocols.	We will be informed this summer on the status of the TLU Mellon Grant application. If selected, VPAA and VPDEI will submit a formal application for this grant. Due to turnover in HR, plans for staff hiring protocols have been table. A new director will be hired in May. During the summer, we anticipate revisiting employee DEI hiring/mentoring strategies. HR staff will attend the Jenzabar conference in May to review technology applications to increase efficiency and DEI strategies.

Initiative 3.b. Develop a centralized compliance and complaint process for all diversity, equity, and inclusion issues. [DEI compliance]

Progress	Accomplishments	Continuing Efforts
COMPLETED	An online reporting process has been creating using Maxient and is available on the DEI/Title IX webpage.	n/a

Initiative 3.c. Prioritize equity and improvements in compensation and benefits for all employees. [Compensation equity]

Progress	Accomplishments	Continuing Efforts
65%	Human Resources staff, VPDEI, and the Director of Institutional Research & Effectiveness have initiated an initial review and assessment of current TLU employee compensation.	Next steps include an external review of comparable institutions and potential purchase of data from CUPA-HR for this analysis.

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

Progress	Accomplishments	Continuing Efforts
70%	Three of four BUENOS grant staff have been hired who will have an immediate impact on the development of programs designed to focus on social and economic mobility. BUENOS staff have completed meetings with TLU stakeholders in preparation for the creation of a series of workshops and programs that will be planned for 24-25 geared to this initiative. A BUENOS Student Advisory Board was established for feedback and assessment.	During the summer, BUENOS staff will work with faculty who have been identified via the spring stakeholder meetings to develop a series of workshops for the 24-25 school year. Additionally, BUENOS staff will finalize the organizational plans for the implementation of this workshop series for 24-25. A new peer to peer mentoring program called BUENOS Amigos and Mentors (BAM) will be designed during the summer and initiated in the fall of 24.

Initiative 3.e. Develop a Faculty Fellows Program that fosters academic connections and leadership to institutional DEI priorities. [Faculty Fellows Program]

Progress	Accomplishments	Continuing Efforts
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.

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*]

Progress	Accomplishments	Continuing Efforts
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.

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*]

Progress	Accomplishments	Continuing Efforts
20%	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).	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.

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]

Progress	Accomplishments	Continuing Efforts
<p>20%</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 develop a campaign timeline for board approval. Development Services is working with Blackbaud, a third-party vendor, to score our database which we feel is needed to help identify fundraising opportunities and limitations for the Science and Technology Complex and the overall campaign.</p>	<p>Pending board approval of the re-developed timeline, Development will continue to work on building a pipeline of prospects for a comprehensive campaign. The timeline will address 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. The director of Corporation and Foundation Relations will continue to focus on identifying granting opportunities for all aspects of the campaign.</p>

Initiative 4.d. 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]

Progress	Accomplishments	Continuing Efforts
COMPLETED	<p>The Director of Corporate and Foundations Relations has pursued external funding opportunities, submitting a total of 18 grant proposals amounting to \$6.3 million. TLU successfully secured five grants totaling \$439,649. We have completed three site visits with prospective funders and have three additional site visits scheduled from April through June. In FY24 TLU received external support and recognition as follows: our largest grant to date—\$2.8 million allocation from the Department of Education, specifically focusing on enhancing student success; \$89,000 from the Baptist Health Foundation of San Antonio designated for nursing scholarships; \$27,000 from the Department of Energy, facilitated through Texas A&M, to fortify undergraduate research endeavors; \$5,000 grant from Hood Theology Seminary to advance African American studies; \$135,000 from the Henry Luce Foundation to bolster STEM scholarships; and \$235,000 from the Earl Beard Trust to support STEM scholarship initiatives.</p>	<p>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.</p>

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]

Progress	Accomplishments	Continuing Efforts
<p>40%</p>	<p>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.</p>	<p>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.</p>

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

Progress	Accomplishments	Continuing Efforts
<p>75%</p>	<p>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.</p>	<p>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.</p>

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]

Progress	Accomplishments	Continuing Efforts
COMPLETED	<p>The Development and Alumni Relations team actively holds key positions within various community boards and councils, contributing significantly to our engagement with local entities. These roles continue to strengthen community ties and cultivate relationships between the Seguin and surrounding communities, and TLU. Fonda holds a seat on the Main Street Advisory Board, bringing her expertise to contribute to the development and enhancement of Seguin's main street area. Delia has been appointed to the Chamber of Commerce Board of Directors, where she plays a pivotal role in shaping the local business landscape and fostering collaborations between TLU and the broader business community. Valerie is actively engaged in multiple community councils, including the Executive Women's Council, Seguin Young Professionals holding an officer position, and the Downtown Business Alliance Board of Directors. Alissa sits on the Seguin Education Foundation Board of Directors. Dr. Cottrell and Jereme are members of the New Braunfels Chamber of Commerce, further expanding TLU's reach beyond Seguin and into neighboring communities.</p>	<p>Looking ahead, the Development and Alumni Relations team is poised to significantly boost TLU's impact on the community through strategic partnerships and active local engagement. Our focus is on forging meaningful connections with businesses and corporations, not just to secure funding but also to open valuable opportunities for our students. Additionally, our team will continue to be a visible force at local events, parades, and community functions. Participation in activities such as Sip n Stroll and Third-Thursdays, among other city-wide events, reaffirms our commitment to deepening the bond between TLU and the Seguin community, including its leaders and residents. We look to further engage with extended communities including continuation in New Braunfels and expansion to Cibolo and Schertz.</p>

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]

Progress	Accomplishments	Continuing Efforts
COMPLETED	Improvements have been made to the Business Partners Program itself and we continue to have working sessions to further improve the process of cultivation and stewardship for FY25. We've updated the benefits associated with the program and intensified our focus on regular communications and stewardship. This includes active participation in Chamber mixers and engaging with various councils within the Chamber of Commerce. The involvement of Annual Giving in significant community councils like the Women’s Council, Seguin Young Professionals, and the Downtown Business Alliance has elevated TLU's profile and affirmed its role as a key community collaborator.	Looking ahead, the Business Partners Program is set for further growth. Our plans are to integrate more local businesses and organizations into the program, increase the promotion of Named Annual Scholarship opportunities, and promote other ways to support including through athletics and Day of Giving. The ongoing commitment of Annual Giving to participate in community boards and local events ensures that TLU will continue to enhance its impact and influence throughout Seguin and neighboring areas.

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]

Progress	Accomplishments	Continuing Efforts
COMPLETED	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.	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.