



Welcome To The

2014-2017 Strategic Plan

Orientation Session

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VALUE OF A STRATEGIC PLAN

- Shared direction
- Pictures who you are—who you aspire to be
- Organizes attention and energy
- Identifies quantifiable measures of success
- Defines allocation of critical resources
- Builds commitment to action

Agenda

1. **Brief Overview of the Current 2011-2014 Strategic Plan**
2. **Instructions for creating the future 2014-2017 Strategic Plan**
3. **Review of available resources: 2025_a/2014-2017 Strategic Plan Resources/JUNE Training File**
4. **2014-2017 Strategic Plan Timeline (with Due Dates)**
5. **Scheduling a conference with IE staff**
6. **Final Questions and Answers**



2011-2014 Strategic Plan

Brief History

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2011-2014 Themes:

- A. Academic Excellence**
- B. Student Support**
- C. Community Service**
- D. Administration, Operations,
and Facilities**



**STRATEGIC PLAN
LOGIC MODEL
TEMPLATE (SPLMT)
2011-2014**

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THEME—Academic Excellence

GOAL—The University will measure its level of academic excellence against nationwide standards and invest in improvements.

OBJECTIVE—Ensure that resources are prudently distributed among the University's graduate and undergraduate, residential and online, programs in order to solidify the national reputations of already solid academic units and to increase the reputation of others.

TARGET—Develop a high priority list from each program (taken from the matrix that was developed in 2011-2012.).

FINDING

TARGET—Begin selective investments in programs identified as excellent.

FINDING

THEME—Academic Excellence

GOAL— The University will provide professional development assistance to all faculty.

OBJECTIVE—The University will recognize and support excellence in teaching in both residential and online programs.

TARGET—Develop and implement a program of small grants to support instructional enhancement, innovation, and exploration.

*(2011-2012 this target was assigned to CTE only.
2012-2013 it has been assigned to CTE and the
Graduate School)*

FINDING

This is an example of two departments working on the same target in the second year of the plan.

THEME— Administration, Operations, and Facilities--Finance

GOAL—The University will continue to demonstrate sustained financial performance in order to ensure the perpetual devotion to the original mission of the institution.

OBJECTIVE—Obtain and maintain financial and operating measures necessary for an AA credit rating.

TARGET—**BUDGET OFFICE**—Goal: improve over baseline and approach \$700 million. Gift and contribution revenues are improved.
Detail: Measure: Contributions as a percentage of total revenue Description: Total contributions divided by total revenue
Information sources: audited statement of activities
Baseline: 4.5% (FY09)

FINDING

TARGET—**DEVELOPMENT OFFICE**—Goal: improve over baseline and approach \$700 million. Gift and contribution revenues are improved.
Detail: Measure: Contributions as a percentage of total revenue Description: Total contributions divided by total revenue
Information sources: audited statement of activities
Baseline: 4.5% (FY09)

FINDING

This is an example of two departments working on the same target for the same objective.



2014-2017

Strategic Plan

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Writing Your New Strategic Plan

Step 1—Review your institutional mission

Step 2—Create a Vision

Step 3—Internal and External Scans

Step 4—Develop Goals

Step 1—Review the Liberty University Mission

“Develop Christ-centered men and women with the values, knowledge, and skills essential to impact the world. Through its residential and online programs, the University educates men and women who will make important contributions to their workplaces and communities, follow their chosen vocations as callings to glorify God, and fulfill the Great Commission.” The University will:

Emphasize excellence in teaching and learning.

Foster university-level competencies in communication, critical thinking, information literacy, and mathematics in all undergraduate programs.

Ensure competency in scholarship, research, and professional communication in all graduate programs.

Promote the synthesis of academic knowledge and Christian worldview in order that there might be a maturing of spiritual, intellectual, social and physical value-driven behavior.

Enable students to engage in a major field of study in career-focused disciplines built on a solid foundation in the liberal arts.

Promote an understanding of the Western tradition and the diverse elements of American cultural history, especially the importance of the individual in maintaining democratic and free market processes.

Contribute to a knowledge and understanding of other cultures and of international events.

Encourage a commitment to the Christian life, one of personal integrity, sensitivity to the needs of others, social responsibility and active communication of the Christian faith, and, as it is lived out, a life that leads people to Jesus Christ as the Lord of the universe and their own personal Savior.

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Step 2—Create a Vision

The 2014-2017 vision for Liberty University has been expressed by the Chancellor and Board of Trustees in the following six strategic planning themes :

Technological And Operational Efficiency

Advancing Academic Reputation

Student Access And Success

Financial And Physical Appreciation

Capitalizing On Human Potential

Fostering An Integration Of Christian Worldview

Technological And Operational Efficiency

The ability to provide, maintain, and upgrade technological and operational processes and services based on informed analyses to provide the optimal conditions to meet the needs of students, faculty, and staff in order to equip and prepare them for success. Technological and operational efficiency results in an institution delivering services to stakeholders in the most cost-effective manner possible while maintaining high service and support satisfaction by employing effective measures, processes, and procedures.

Advancing Academic Reputation

The efforts a university makes to increase the quality of curriculum, instruction, academic scholarship, and research. This results in higher levels of learning and academic achievement among current students and alumni which is widely recognized by the community, prospective employers, benchmark institutions, and pertinent stakeholders. This is the foundation for developing and promoting the university as a top educational brand.

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Student Access And Success

The ability of a university to make potential students aware of the opportunities inherent in higher education; as well as the ability to remove barriers to entry and retention through elevating student preparation, continued investment in financial aid, and greater flexibility in course and program delivery. The way a university provides prospective and current students with opportunities and services will enhance the academic experience and increase success intellectually, spiritually, socially, and physically. It enhances the ability of graduates to secure gainful employment in a discipline-related field and/or continue their education. It also serves as a foundation for future leadership and service within the workplace and community.

Financial And Physical Appreciation

The efforts a university makes to increase the quantity and value of its financial resources and infrastructure. This results in maintaining financial independence and allows for the growth of a thriving physical campus. It increases opportunities for securing future stakeholder investments in the university. It also generates opportunities for the university to attract revenue to its surrounding community.

Capitalizing On Human Potential

The efforts a university makes to recruit highly qualified and innovative personnel and provide them with opportunities to achieve their full potential through training and professional development. Employees are encouraged to utilize their skills to the best of their ability by providing them with a safe and secure work environment. This utilization will provide opportunities for these individuals to fulfill their own mission in life.

Fostering An Integration Of Christian Worldview

The efforts a university makes toward the intentional blending of a Christian worldview emphasis within the breadth of academic, administrative, and student support departments and their respective programs, services, and activities. This impacts the strategies, policies, and procedures utilized by the university. Further, encouraging an extension of the Christian worldview to all areas within the institution prepares staff, faculty, and students to impact their local community and the world.

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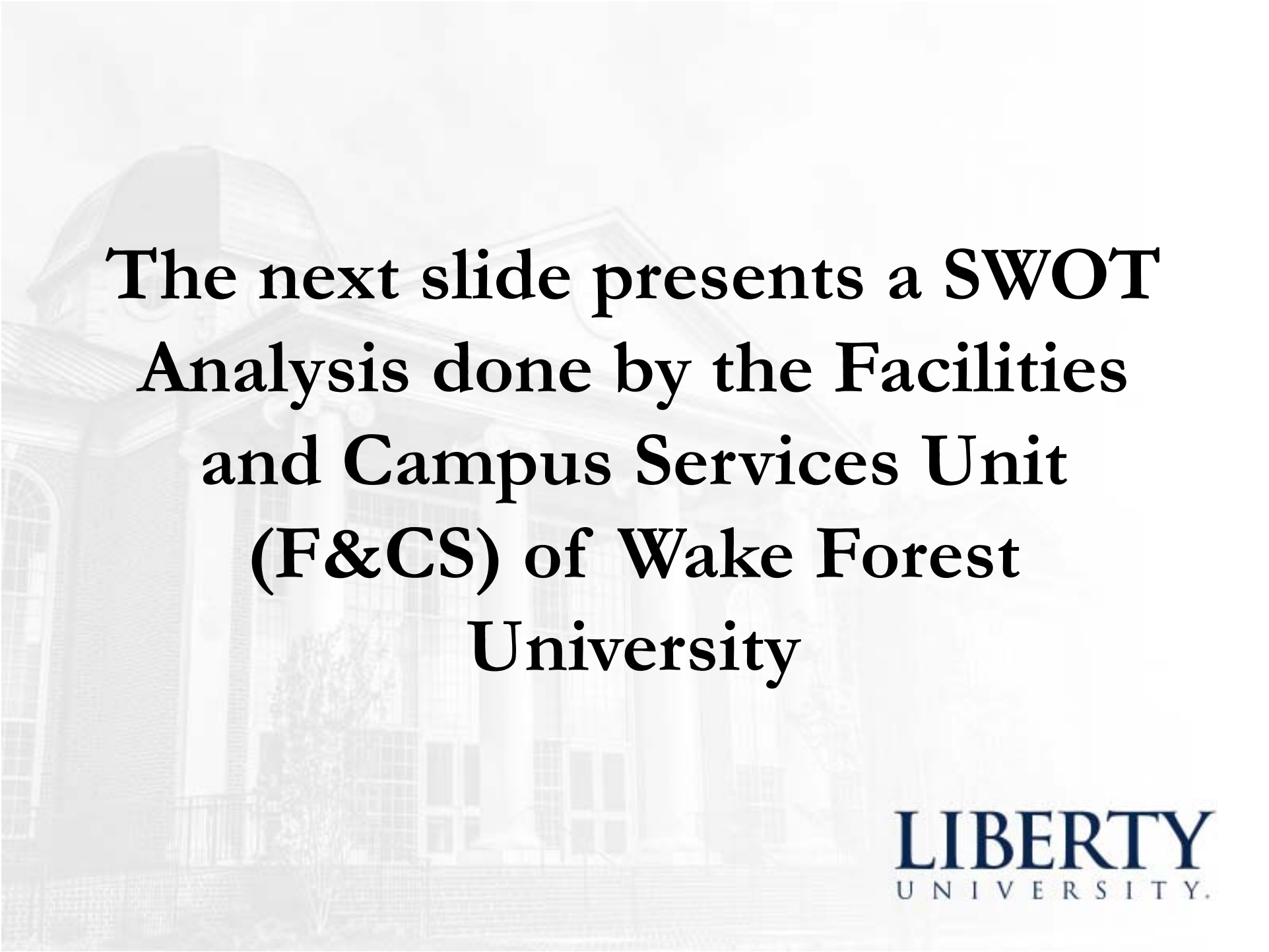
Step 3—Internal Scan of Your Area and External Scan of the Environment

SWOT ANALYSIS

Internal-Strengths and Weaknesses
External-Opportunities and Threats

VALUE OF SWOT

- ID stakeholder needs, expectations
- Determine the gap between the vision and the current situation
- Bring focus to critical issues to resolve



**The next slide presents a SWOT
Analysis done by the Facilities
and Campus Services Unit
(F&CS) of Wake Forest
University**

F&CS SWOT Analysis

Strengths

1. Responsive, proactive approach (adapt to schedule changes)
2. Having the Right people
3. Customer service
4. Employee rewards & recognition program

Weaknesses

1. Hire & retain process / focus on diversity
2. Motivating employees beyond using monetary incentives
3. Lack of standards, policies, procedures for buildings as well as behavioral

Opportunities

1. Systems: increase efficiency
2. Outreach / engage / educate – collaborate with customers, student groups and other departments
3. SRI – realign F&CS Mission with resources
4. Professional Development / advancement opportunities / communication training & PR

Threats

1. Economy / Operational Costs
2. Communications inside and out (includes follow through on Strategic Plan, metrics, expectations, limitations)
3. University changes (includes administration and customer leadership changes, staff turnover, aging workforce)

Step 4—Develop Goals

A goal is something to be achieved in the future – an ambition

Based on the results of your SWOT, determine the major needs of your area and develop a few major goals to meet those needs.



Goals should be:

Important

Applicable to your area

Linked to success and improvement

What is wrong with these goals?

- Become the most regarded company in our field
- Improve our customer service
- Hire and retain more talented staff

What is wrong with these goals?

- Become the most regarded company in our field (too vague, hard to measure)
- Improve our customer service (too vague)
- Hire and retain more talented staff (too vague)

Writing Objectives

- An objective is a map you will use to reach a goal you have for your organization.
- An objective is the 'what' - what will you achieve in your area and by when?
- An objective is a specific result that a person or system aims to achieve within a time frame and with available resources.
- In general, objectives are more specific and easier to measure than goals.

Writing Expected Outcomes

- Expected outcomes are desired changes in an end user
- Types of expected outcomes are - behavior, knowledge, skills, attitudes, condition, status.
- Expected learning outcomes are usually what a student will be able to do as a result of acquiring knowledge and skills from courses and programs of study.
- Expected department/unit outcomes are usually the impact that occurs on user behavior (participation), attitude (satisfaction), condition or status.

Writing Targets

- A Target is a step toward a goal.
- It is an event or milestone that seems achievable and has a clear timeframe.
- It is a result that you try to achieve
- It is an expected, specified amount of change to be achieved or exceeded within a specified timeframe.

The goals, objectives, outcomes/targets you develop should be S.M.A.R.T.

Specific: must be clear and unambiguous, and describe exactly what you are trying to achieve.

Measurable: must allow for a way to assess the extent, quantity, or degree of change.

Attainable: must be realistic and achievable.

Relevant: must be consistent with the University mission and vision.

Time-based: must have specific start and end dates.

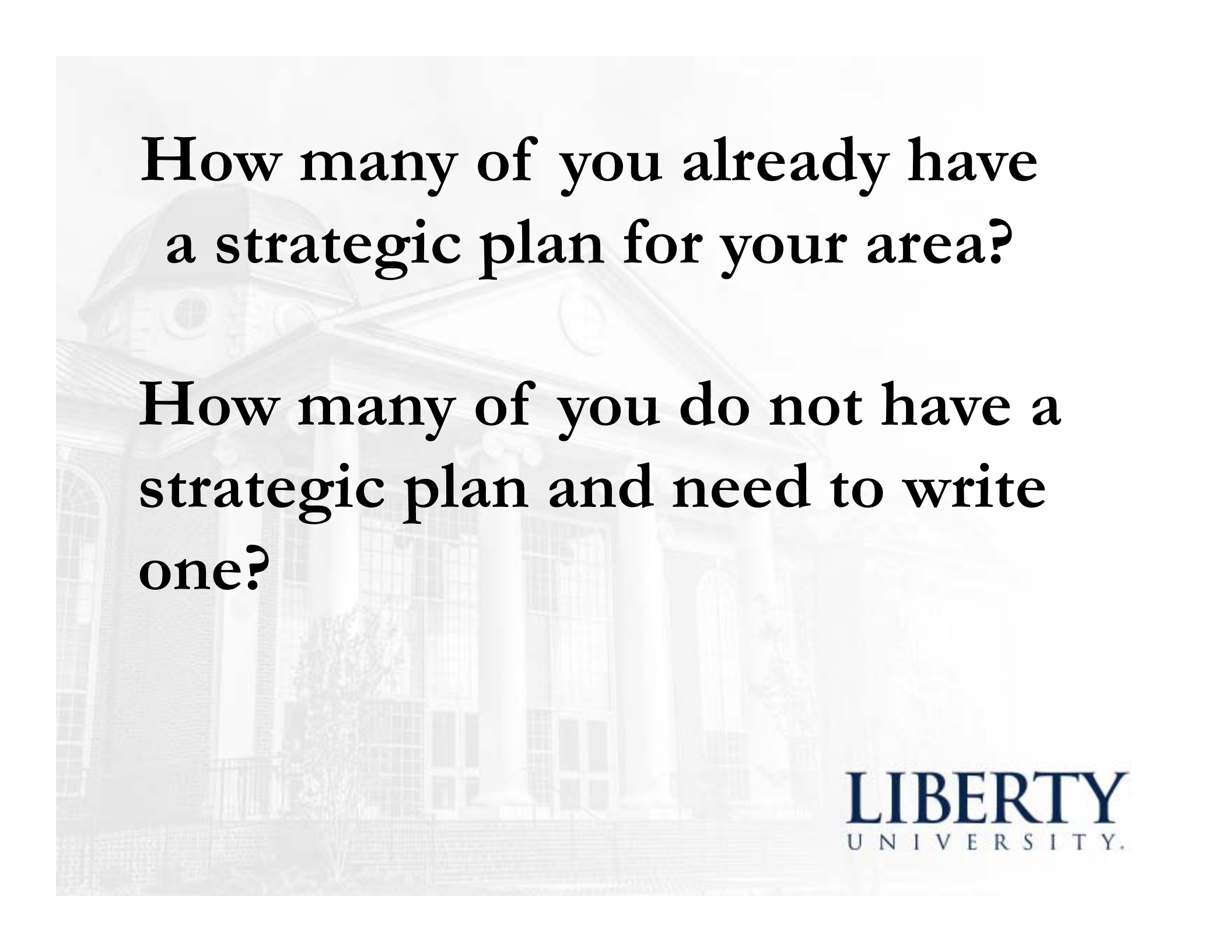
Your goals, objectives, outcomes/targets can be result oriented and/or process oriented.

Result oriented examples:

- * increase graduation rate by 5%
- * increase retention rate by 10%
- * increase the number of faculty with terminal degrees by 5%

Process oriented examples:

- * find ways to reduce employee turnover
- * bring three new academic programs to market
- * established a mechanism for keeping the alumni database current



**How many of you already have
a strategic plan for your area?**

**How many of you do not have a
strategic plan and need to write
one?**



**The next few slides present
information for those who need
to write a strategic plan.**

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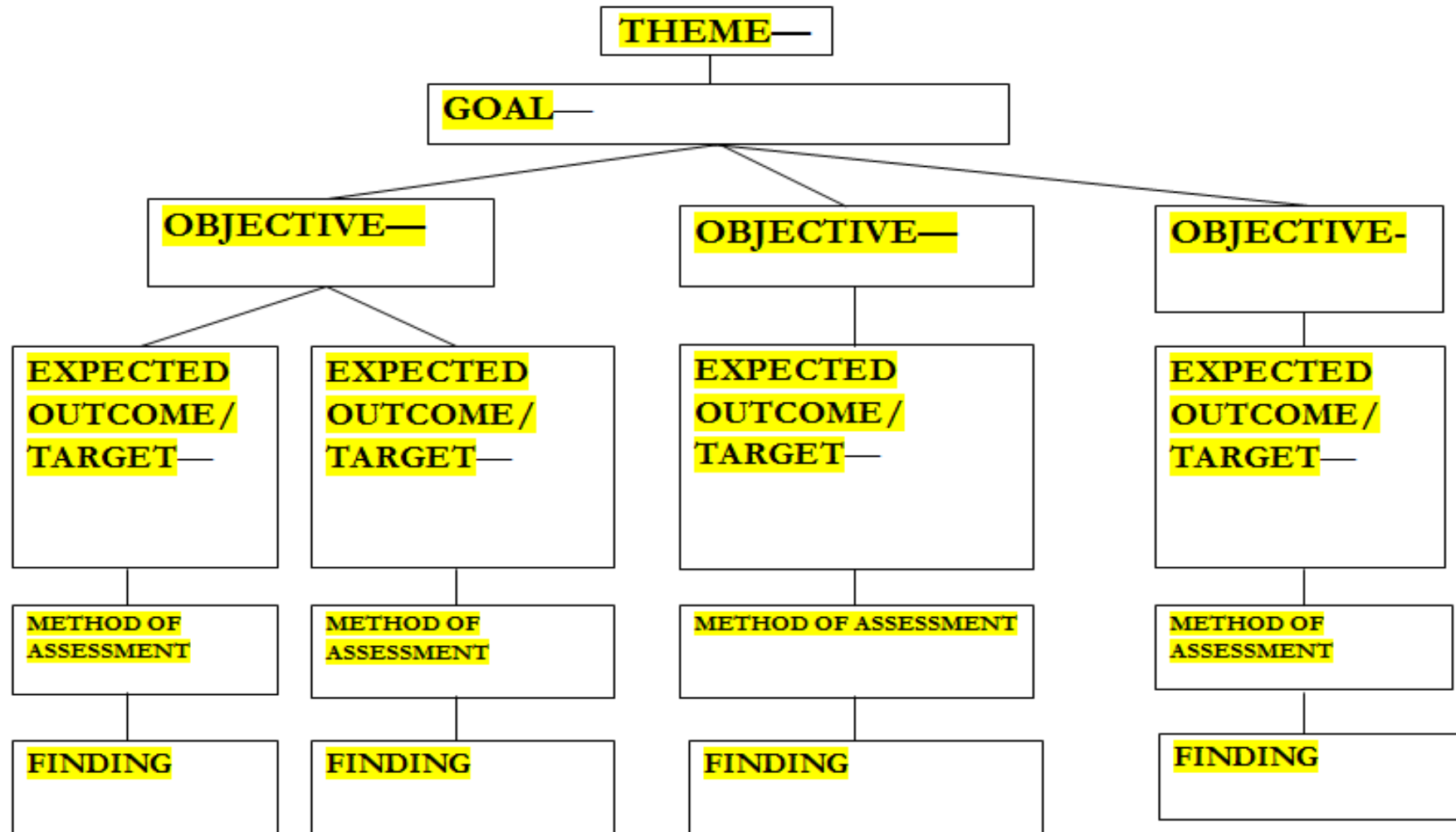


**STRATEGIC PLAN LOGIC
MODEL TEMPLATE
(SPLMT)
2014-2017**

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STRATEGIC PLAN LOGIC MODEL TEMPLATE (SPLMT)

Display of Goal, Objective, Expected Outcome/Target, Method of Assessment, & Finding



2014-2017 Strategic Plan Worksheet

Dean:

Department/Area:

Date:

Director/Chair:

Section I: Alignment of Department/Unit Purpose to LU Mission

Statement of Mission and Purpose

Maintaining the vision of the founder, Dr. Jerry Falwell II, Liberty University develops Christ-centered men and women with the values, knowledge, and skills essential to impact the world.

Through its residential and online programs, the University educates men and women who will make important contributions to their workplaces and communities, follow their chosen vocations as callings to glorify God, and fulfill the Great Commission.

Liberty University will:

1. Emphasize excellence in teaching and learning.
2. Foster university-level competencies in communication, critical thinking, information literacy, and mathematics in all undergraduate programs.
3. Ensure competency in scholarship, research, and professional communication in all graduate programs.
4. Promote the synthesis of academic knowledge and Christian worldview in order that there might be a maturing of spiritual, intellectual, social and physical value-driven behavior.
5. Enable students to engage in a major field of study in career-focused disciplines built on a solid foundation in the liberal arts.
6. Promote an understanding of the Western tradition and the diverse elements of American cultural history, especially the importance of the individual in maintaining democratic and free market processes.
7. Contribute to a knowledge and understanding of other cultures and of international events.
8. Encourage a commitment to the Christian life, one of personal integrity, sensitivity to the needs of others, social responsibility and active communication of the Christian faith, and, as it is lived out, a life that leads people to Jesus Christ as the Lord of the universe and their own personal Savior.

Department/Unit Purpose

(Insert Department/Unit Purpose which aligns with the University Mission here.)

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2014-2017 Strategic Plan Worksheet

Section II: Development of Department/Unit goals, objectives, expected outcomes/targets

Definitions:

- **THEME**—University-wide theme for the 2014-2017 Strategic Plan as approved by Board of Trustees, March 2013.
- **GOAL**—an intended achievement within a specific area
- **OBJECTIVE**—intended impact—something that one’s efforts or actions are intended to attain or accomplish
- **EXPECTED OUTCOME/TARGET**—actual personal or organizational impact: changes or benefits that follow as a result or consequence of some activity or service. Can be short or long term.

Fill in the charts below with one or two department/unit goals, objectives, and expected outcomes for your respective area. SACS standards are listed after the charts.

TECHNOLOGICAL AND OPERATIONAL EFFICIENCY					
SACS STANDARD	GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1	EXPECTED OUTCOME/TARGET YR 2	RESPONSIBLE DEPARTMENT(S)
2.11.2					
2.12					
3.3.1.2					
3.2.2.3					
3.3.1					
3.3.2					
3.4.3					
3.4.5					
3.4.9					
3.4.12					
3.11.1					
3.11.2					
3.11.3					
3.13					
3.13.2					
4.3					

2014-2017 Strategic Plan Worksheet

BRIEF DESCRIPTION FOR SACS STANDARDS



SECTION 1: The Principle of Integrity	
1.1	Integrity
SECTION 2: Core Requirements (16)	
2.1	Degree-granting Authority
2.2	Governing Board
2.3	Chief Executive Officer
2.4	Institutional Mission
2.5	Institutional Effectiveness
2.6	Continuous Operation
2.7	Degree Programs
2.7.1	Program Length
2.7.2	Program Content
2.7.3	General Education
2.7.4	Course work for Degrees
2.8	Faculty
2.9	Learning Resources and Services
2.10.	Student Support Services Align with Mission
2.11	Resources
2.11.1	Financial Resources
2.11.2	Physical Resources
2.12	Quality Enhancement Plan
SECTION 3: Comprehensive Standards	
3.1	Institutional Mission
3.1.1	Mission
3.2	Governance and Administration
3.2.1	CEO evaluation/selection

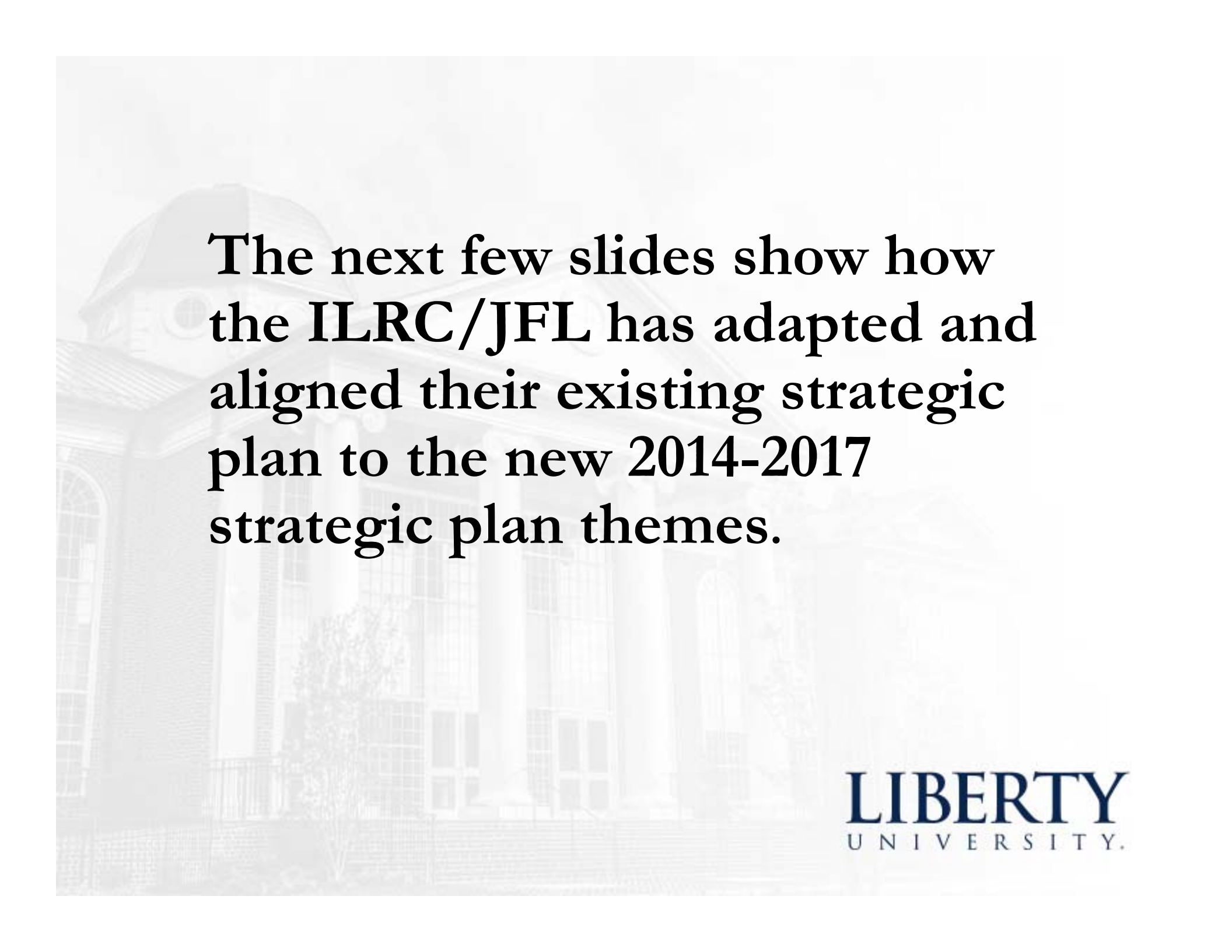
3.2.12	Fund-raising activities
3.2.13	Institution-related entities
3.2.14	Intellectual property rights
3.3	Institutional Effectiveness
3.3.1	Institutional Effectiveness
3.3.1.1	Educational programs, to include student learning outcomes
3.3.1.2	Administrative support services
3.3.1.3	Academic and student support services
3.3.1.4	Research within its mission, if appropriate
3.3.1.5	Community/public service within its mission, if appropriate
3.3.2	Quality Enhancement Plan
3.4	All Educational Programs
3.4.1	Academic program approval
3.4.2	Continuing education/service programs
3.4.3	Admissions policies
3.4.4	Acceptance of academic credit
3.4.5	Academic policies
3.4.6	Practices for awarding credit
3.4.7	Consortial relationships/Contractual agreements
3.4.8	Noncredit to credit
3.4.9	Academic support services
3.4.10	Responsibility for curriculum
3.4.11	Academic program coordination
3.4.12	Technology use
3.5	Undergraduate Educational Programs
3.5.1	General education competencies
3.5.2	Institutional credits for a degree
3.5.3	Undergraduate program requirements
3.5.4	Terminal degrees of faculty

URLs to Examples of Strategic Plans of other Universities

	Last Name	First Name	Title	Department	University	URL
Academics	Akers	Shawn	Dean	Government	Longwood	http://www.longwood.edu/assets/president/PartB.pdf
COC	Arnold	Tom	VP	Development		
COC	Barber	Jeff	Director	Athletics	Old Dominion	http://ww2.odu.edu/ao/news/index.php?todo=detail
COC	Beaumont	Lee	VP	Auxiliary Services		
COC	Braun	Bruce	Ex. Director	New Media Communications		
COC	Carter	Ernest	Director	Event Management		
COC	Corry	David	Counsel	Legal Affairs		
Academics	Corsini	Kevin	Dean	Administrative Grad.	Longwood	http://www.longwood.edu/assets/president/PartB.pdf
COC	Crickenberge	Tamela	Director	Online Enrollment	Longwood	http://www.longwood.edu/assets/president/PartB.pdf
Academics	Donahoo	David	Dean	Engineering	Longwood	http://www.longwood.edu/assets/president/PartB.pdf
Academics	Donahoo	David	Dean	Engineering	UVA	http://www.seas.virginia.edu/admin/strategic/pdfs/plan.pdf
Academics	Donahoo	David	Dean	Engineering	Virginia Tech	http://www.eng.vt.edu/allocation/2012-2018-
Academics	Donahoo	David	Dean	Engineering	Duke	http://www.pratt.duke.edu/about/strategic-plan
Academics	Donahoo	David	Dean	Engineering-Mechanical	Virginia Tech	http://www.me.vt.edu/About/strategicPlan.html
Academics	Etzel	Gabe	Assoc. Dean	Religion	Longwood	http://www.longwood.edu/assets/president/PartB.pdf

What if you already have a strategic plan for your area?

- Adapt it to fit into the University's 2014-2017 Strategic Plan themes.
- Align your goals, objectives and expected outcomes/targets under the appropriate 2014-2017 Themes, and extend the expected outcomes/targets through May 31, 2016.



The next few slides show how the ILRC/JFL has adapted and aligned their existing strategic plan to the new 2014-2017 strategic plan themes.

Vision

Liberty University develops Christ-centered men and women with the values, knowledge, and skills essential to impact the world.

Mission

We support teaching, learning, and research by providing information, resources, spaces, and related services for the Liberty University community.

Our Strategic Goals

Facilities (Casey, Cindy, Lowell)	Resources and Tools (Randy, Rory, Rusty, Tom)	Customer Service (Cindy, Rachel, Randy, Rory)	Infrastructure (Fin. Human) (Carl, Casey, Greg, Lowell)	People (Lowell, Rachel, Shery)
F1. Collaborate with the faculty and students to create library spaces that meet their needs	R1. Strive toward a world-class collection both in electronic and print formats	C1. Implement action plans based on data gathered from stakeholders	I1. Adapt current processes to those that sustain the new services of the new building	P1. Provide a health taskforce to help employees handle stress better and be healthier
F2. Provide intuitive flow and directional guidance throughout library spaces	R2. Organize print and electronic materials to best meet customer and university needs	C2. Continue and reinforce WIFI Customer Service	I2. Seek opportunities to reduce frustrations associated with using library technology	P2. Create succession planning for replacement and growth
F3. Relocate with minimal disruption to services	R3. Provide technology and software applications to advance customer discovery and use of library materials	C3. Develop a marketing plan that informs and advertises resources and tools	I3. Develop ongoing means for gathering and assessing stakeholder behaviors, opinions, and needs	P3. Develop employee appreciation (beyond recognition)
	R4. Redesign the library Web site to facilitate intuitive use	C4. Develop a comprehensive information literacy plan to increase faculty and student understanding of how to make optimal use of the library for teaching and learning	I4. Seek opportunities to offer a rich catalog with virtual browsing capabilities	P4. Emphasize ongoing personnel development
		C5. Provide real-time research assistance with chat and the LUO RA Call Center	I5. Unify library discovery interfaces to highest degree possible	P5. Encourage and support contribution to the profession on a regional and national level that highlights Liberty's innovative approach
		C6. Provide rich scholarly, cultural, and instructional events	I6. Develop means to quantify the library's impact on the University's constituents and communicate value and resource needs	

2013-2016 Strategic Plan—ILRC/JFL

MISSION

Liberty University develops Christ-centered men and women with the values, knowledge, and skills essential to impact the world.

Purpose

The Integrated Learning Resource Center plans, develops, and maintains quality programs and services that comply with regional accreditation standards. The Center supports teaching, learning, and research by providing information, resources, spaces, and related services for the Liberty University community. The Integrated Learning Resource Center also seeks to maintain efficient, cost effective strategies in the administration and delivery of its programs and services.



Goals	Objectives	Expected Outcomes/Targets 2012-2013	Expected Outcomes/Targets 2013-2014	Expected Outcomes/Targets 2014-2015	Expected Outcomes/Targets 2015-2016
A. Technological and Operational Efficiency					
F3. Relocate with minimal disruption to services.	F3.1 Maintain availability of requested resources for check-out during move.		F3.1 Relocate to Library in such a way that requested resources are available for check-out within 1 business day		
R1. Strive toward a world-class collection both in electronic and print formats.	R1.1 After moving to JFL, seek to coordinate with the Liberty Journal to solicit donations of appropriate archival materials from alumni and friends of Liberty University				
	R1.2 Address deficiencies in "core" and "classic" print and electronic materials in each major discipline area by consulting established lists and by systematically identifying peers in Liberty's distinctive areas for collections comparison and development				
	R1.3 Collaborate with interested vendors to increase evangelical content available in electronic format				

2014-2017 Strategic Plan Worksheet

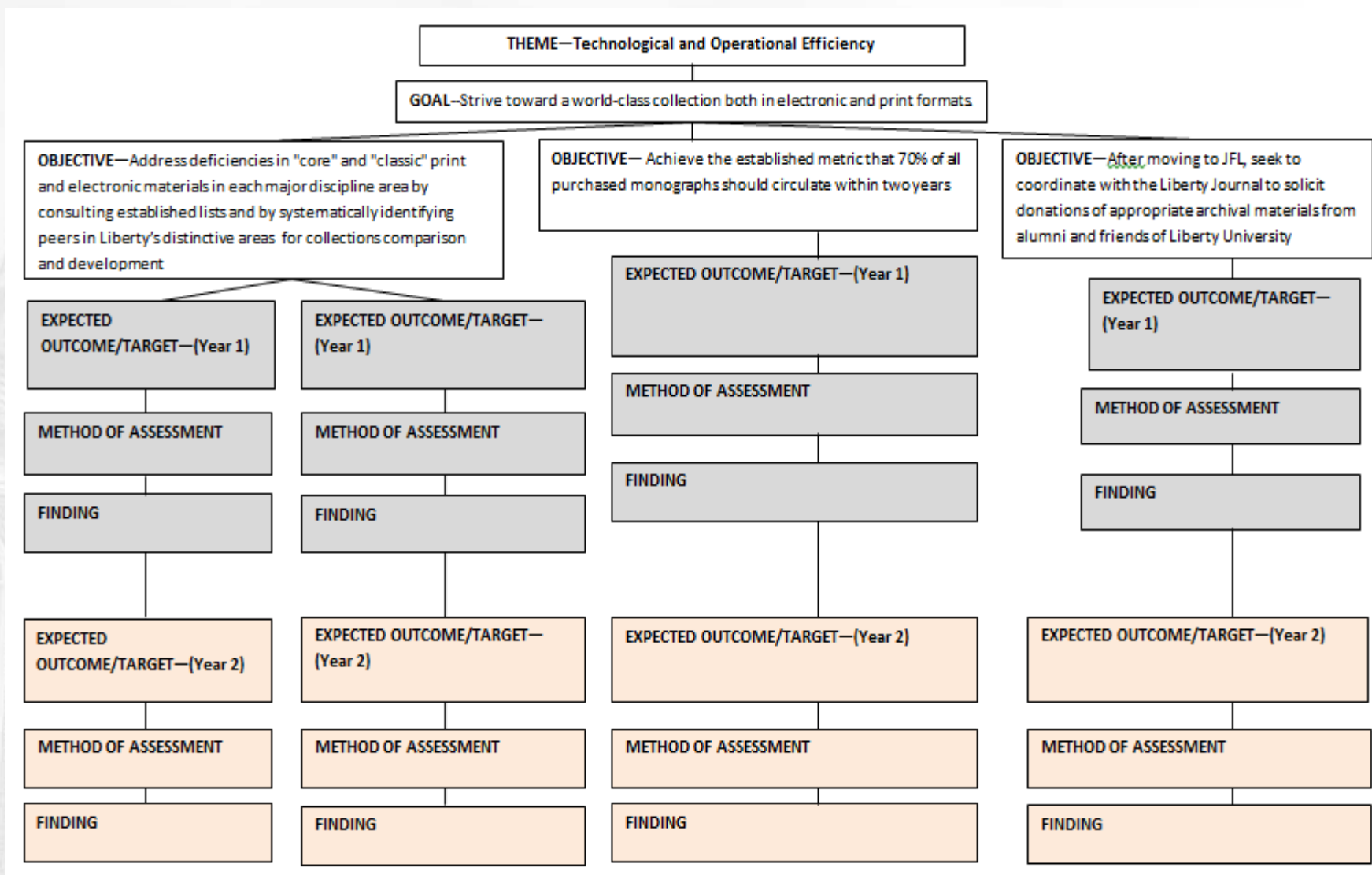
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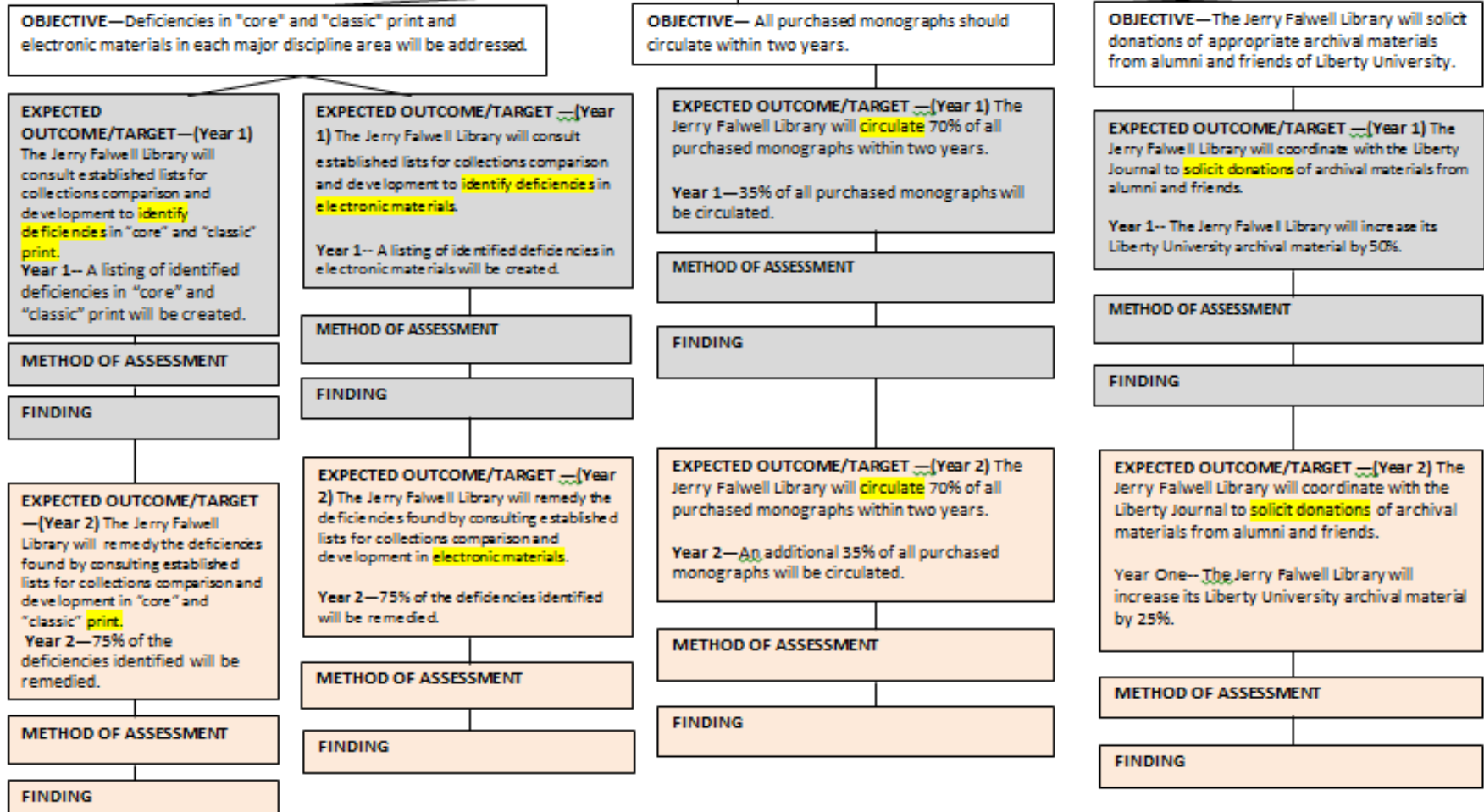
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	R1. Strive toward a world-class collection both in electronic and print formats.	R1.1 After moving to JFL, seek to coordinate with the Liberty Journal to solicit donations of appropriate archival materials from alumni and friends of Liberty University			
		R1.2 Address deficiencies in "core" and "classic" print and electronic materials in each major discipline area by consulting established lists and by systematically identifying peers in Liberty's distinctive areas for collections comparison and development			
		R1.3 Collaborate with interested vendors to increase evangelical content available in electronic format			



THEME—Technological and Operational Efficiency

GOAL— Strive toward a world-class collection both in electronic and print



LIBERTY UNIVERSITY STRATEGIC PLANS

STRATEGIC PLAN 2014-2017 TIMELINE

DUE DATE	STATUS	EVENT	RESPONSIBLE PARTY
April 29, 2013	Completed	Prepare materials to assist VPs and Deans in developing goals, outcomes, and targets for their units	IE/Provost
May 6, 2013	Completed	Send materials to VPs and Deans so they can begin developing goals, outcomes, and targets for their units (Deadline: Sept. 13, 2013)	IE/Provost
June 3- Sept 3, 2013	In-Progress	Called meetings to provide guidance, evaluate progress, and provide assistance.	IE/Provost
July 26, 2013	Planned	Completed S.W.O.T. Analysis form is due to IE	VPs and Deans
Sept 13, 2013	Planned	VPs and Deans submit their SP goals, outcomes, and targets by 4:00 p.m. to IE	VPs and Deans
Sept 16, 2013	Planned	VPs and Deans begin a Peer Review of each other's SP goals, outcomes, and targets. Each VP and Dean must receive feedback from two assigned peer reviewers. A template for review will be provided. (To be completed by Oct. 4, 2013)	VPs and Deans
Oct 4, 2013	Planned	Deadline for submitting Peer Reviews to the appropriate VP or Dean	VPs and Deans
Oct 25, 2013	Planned	VPs and Deans complete editing of their SP goals, outcomes, and targets and submit them to the Provost's Office and IE	VPs and Deans
Nov. 1-Dec 15, 2013	Planned	VPs and Deans will meet with Drs. Godwin and Hawkins to review SP goals, outcomes, and targets	Provost
Jan 10, 2014	Planned	SP Retreat to compile and draft new 2014-2017 SP	Provost/IE

SCHEDULE FOR RETREAT

TIME	ACTIVITY
7:45-8:15	Continental Breakfast
8:15-8:30	Scripture and Opening Prayer
8:30-8:45	Instructions for Retreat
8:45-10:00	VP Presentations of Goals, Outcomes, Targets
10:15-10:30	Break
10:30-12:00	VP Presentations (Continued)
12:00-1:15	Lunch
1:15-1:45	Chancellor's Remarks
1:45-3:00	Dean Presentations of Goals, Outcomes, Targets
3:00-3:15	Break
3:15-4:30	Dean Presentations (Continued)
4:30-5:00	Wrap Up

Review of available resources (Word, Excel, PDF documents):

2025_a/2014-2017 Strategic Plan Resources/JUNE Training File

- Orientation Session PowerPoint
- Strategic Plan Logic Model Templates (SPLMTs)
- SWOT Analysis Example
- 2014-2017 Strategic Plan Worksheet
- URLs to University/School/Department Strategic Plans
- ILRC/JFL Model
- 2014-2017 Strategic Plan Timeline
- How To Access 2014-2017 Strategic Plan Resources
- 2011-2012 Strategic Plan Summary of Findings
- Other Resources



Scheduling a conference with IE staff

Contact Person:

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FINAL Q&A

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**THANK YOU FOR
YOUR
PARTICIPATION**

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