



**PIVOTING TO A NEW
LEVEL OF EXCELLENCE**

**STRATEGIC PLAN
2019-2024**



A MOMENT OF OPPORTUNITY

I am pleased to share with you the new strategic plan for Lenoir-Rhyne University. Entitled “Pivoting to a New Level of Excellence,” this plan is the result of a year-long process that engaged the entire Lenoir-Rhyne community and was enthusiastically endorsed by our board of trustees in March 2019.

This plan capitalizes on a moment of opportunity that we have right now as a result of recent growth in enrollment, new graduate programs, new campus sites within three distinct cities throughout North and South Carolina, and the elevation to University status, among other accomplishments. I believe this plan will push us to new heights, while honoring our rich history and tradition of excellence as a Lutheran, liberal arts institution.

Our partner in this process, Credo Higher Education, helped ensure a comprehensive and transparent process and leverage maximum participation from the students, faculty and staff on all three campuses. During campus conversations and community discussions, ideas including improving academic excellence, student engagement, retention, brand identity, technology and financial strength emerged as key issues for the next five years.

Those ideas were further developed into the four strategic themes outlined in this booklet. Each theme has key outcomes, metrics and initiatives that we will track to ensure that we are making progress and will allow us to adjust to current conditions and changes in the higher education landscape.

Of course, no strategic plan can be successful without a strong team behind it. I have full confidence that our faculty, staff, students, alumni, volunteers and friends will invest in this plan and dedicate themselves to this newest chapter in Lenoir-Rhyne’s story.

Dr. Frederick K. Whitt

President



STRATEGIC THEMES 2019-2024

EXCEPTIONAL EXPERIENCE

Provide a transformational experience for our students by cultivating a culture of engagement and student success. We must create and re-imagine campus spaces and programming through a campus-wide focus to attract, engage, retain, and graduate our students.

ACADEMIC EXCELLENCE

Enhance our commitment to academic excellence and enrich our academic profile to increase the value of a Lenoir-Rhyne degree resulting in an increase in net tuition revenue. This requires enhancing existing programs and investing in new programs that align with our mission. We will use technology in innovative ways to teach our students more effectively, and expand our programming to meet the needs for students and employers.

DISTINCTIVE IDENTITY

Create a compelling and research-informed value proposition that distinguishes Lenoir-Rhyne University and excites our University stakeholders. Lenoir-Rhyne is positioned well to become a focused, recognized leader in higher education in North Carolina and in our region.

TRANSFORMATIVE FUTURE

Create new revenue streams and strong financial modeling to ensure sustainability that will facilitate enhancing our investment in students, employees, and programs. Our focus will diversify enrollment pipelines and cultivate new strategic partnerships that will ensure a dynamic and vibrant future.

STRATEGY MAP

MISSION

	Exceptional Experience	Academic Excellence	Distinctive Identity	Transformative Future
Students & Stakeholders	Cultivating Student Transformation	Enriched Academic Profile	Focused & Recognized Leader	Partner of Choice
Financial Resources	Increase in Retention Revenue	Increase in Net Tuition Revenue	Increase in Donor Engagement	New Revenue Streams
Internal Processes	Focus on Retention	Innovation & Technology	Campus & Community Engagement	Leveraging Fiscal Strength
Organizational Capacity	Spaces That Attract & Engage	Relevant & Prioritized Programs	Research-Informed Brand Strategy	Diversified & Dynamic Enrollment

VALUES

“Pivoting to a New Level of Excellence”

STRATEGIC INITIATIVES

(Selected Samples)

- Create a campus master plan for developing modernized living and learning spaces that **attract and engage**
- Implement a strategic plan for institutional technology to **improve campus operations and efficiency**
- Revise the Freshmen Year Experience (FYE) course consistent with national best practices and **enhance experiential student learning to improve retention**
- Partner with a national firm to develop and implement the **LR brand identity** to better tell our story and **improve market awareness**
- Reorganize the administrative structure and leadership of the Lutheran Theological Southern Seminary (LTSS) to **enhance identity** and culture leading to an **increase in enrollment**
- Develop a robust Student Success Center, including an Early Intervention Program to significantly **improve student success and retention**
- Develop and implement a data-informed annual program review process to **drive existing and new academic programs**
- Increase alumni and donor engagement through expanded communication and alumni activities that will **improve alumni giving** to national average

OUTCOMES AND METRICS

- Grow Graduate and Undergraduate Enrollment
- Significantly Improve Retention and Graduation Rates
- Increase Net Revenue to Invest in Infrastructure
- Implement High Impact Practices
- Significantly Expand Alumni Giving
- Enhance Market Awareness by Telling Our Story
- Develop Robust Employment Outcomes



IMPLEMENTATION PLAN

The strategic planning team will continue to monitor the strategic plan to ensure accountability in meeting the overall metrics of the plan throughout the next five years. Membership of the strategic planning team will be reviewed annually and adjustments will be made as appropriate. Strategic initiative ad-hoc committees will be appointed to implement and refine each initiative within the themes, and a software system will monitor and facilitate progress and transparency.

The assistant to the president for strategic initiatives will collect and enter data and regularly advise the strategic planning team regarding progress on implementing the initiatives. The assistant to the president will also work closely with the director of data resource management to ensure consistency in reporting results and data summary.

“...we must sail sometimes with the wind and sometimes against it - but we must sail, and not drift, nor lie at anchor.”

OLIVER WENDELL HOLMES, SR.

CULTURE OF LENOIR-RHYNE

MISSION

Preparing graduates for purposeful lives and service through exceptional experiences.

CORE VALUES

EXCELLENCE

We will strive for excellence in everything we do. We will continually cultivate our intellectual, physical, and spiritual growth. We will develop our talents and abilities to their fullest extent.

INTEGRITY

We will act with integrity at all times. We will respect and be honest with one another. We will take personal responsibility for our words and our actions.

CARE

We will care about others in our learning and working relationships. We will be responsible stewards of our resources. We will support one another and work together toward the common good.

CURIOSITY

We will learn from our community, past and present. We will confront important issues with humility and open minds. We will embrace the gains attained from the diversity of people and perspectives.

THE LR STORY

At Lenoir-Rhyne University, we stand proudly upon our strong foundation of excellence as passionate investors in a better tomorrow. Over the span of 125 years, our deep roots have given rise to a positive reputation that is sustained by our commitment to growth and incredible graduate outcomes. We get behind our beliefs in what can be achieved here. Whatever our role, whether faculty, staff, or student, we work tirelessly, and together, to achieve beyond what is expected; to form cross-campus partnerships upon a common mission; to show our pride and find our way through all challenges to create a rewarding experience for all.

At the core of who we are lies a profound compassion for others. We see the humanity in people and invest personally in the lives of all who cross our path. Our care begins with gracious interactions and extends through accessible student services and extensive community support—but it is more than that. As one collective, we empower and challenge one another to know their inherent value and fulfill their potential in order to contribute meaningfully and successfully to every aspect of their lives.

Looking onward, we aspire to positively evolve our academic and social experience to move us into the future successfully. Changing trends and challenges inspire our innovation. They motivate us to adopt novel approaches to teaching and learning to prepare us for a life of purpose and impact. On our campuses and beyond them, we encourage diversity of thought and seek to advance all our practices and planning to stay relevant and leave the world better than we found it.

This is Lenoir-Rhyne University.



STRATEGIC PLANNING TEAM

Dr. Frederick K. Whitt, University President
Dr. Gary C. Johnson, University Provost
Peter Kendall, Senior VP Administration
Rachel Nichols, VP Enrollment Management
Cat Niekro, VP Institutional Advancement
Rev. Dr. Mary Hinkle Shore, Rector & Dean LTSS
Dr. Jeff Delbert, Associate Professor of Communication
Dr. Katie Fisher, Dean of Student Affairs
Leah Beth Hubbard, Office of the President
Kelly Knetsche, Associate VP Development
Dr. Veronica McComb, ASOP & Director Honors Academy
Jessica O'Brien, Coordinator Teaching and Learning
Kim Pate, Director of Intercollegiate Athletics
Dr. Josh Ring, Associate Professor of Chemistry
Dr. Thomas Turner, Assistant Professor of Business
Dr. Julie Voss, ASOP & Director of General Education
Dr. Amy B. Wood, Dean of the Graduate School

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**LENOIR-RHYNE
UNIVERSITY**

lr.edu/strategicplan