

LCC: A FLOURISHING COMMUNITY

A THREE YEAR ROLLING STRATEGIC PLAN ESTABLISHED IN 2018



MISSION | VALUES | VISION

MISSION STATEMENT

LCC International University provides Christian liberal arts education within a diverse learning community which transforms people for servant leadership.

VALUES

- We believe that a liberal arts education integrates learning with all aspects of life.
- We affirm a Christian worldview that invites all people to grow in truth and restoration through the power of the Gospel of Jesus Christ.
- We value community as a safe place where people are respected, affirmed, and empowered, so that their dignity is upheld.
- We pursue relationships that are mutual, authentic, and based on trust.
- We celebrate diversity of cultures and traditions, personalities and opinions.

VISION STATEMENT

To be the leading Christian liberal arts university in Europe, renowned for its flourishing academic community, spiritual vitality and positive global impact.
(draft - to be edited and approved)

THE PROCESS

The 2018 Strategic Plan is the result of work done by various groups. Each group accomplished important steps in the creation of the strategic plan. The larger processes were the following:

SPRING 2016 – Faculty

- Process: Faculty Review of Accreditation Recommendations
- Outcome: “Situation Analysis and Assessment of Strategic Issues for Academics

MARCH 2017 – Board of Directors

- Process: Strategic Thinking Session
- Outcome: “Board Summary”

SPRING 2017 – All Faculty/Staff

- Process: SWOT Analysis and Review
- Outcome: “SWOT Analysis Summary”

SEPTEMBER 2017 – Cabinet Executive

- Process: Status Review of 2012-2017 Strategic Plan
- Outcome: “Final Status Update of 2012-2017 Strategic Plan”

From these 4 processes and subsequent outcomes, and in keeping with our mission and vision and distinctives, the Strategic Planning Team established a framework for the Strategic Plan. The framework was built around 5 priority areas, which are the key “chapters” in this document.

Strategic Planning Team

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The approach to strategic planning represented by the 2018 Strategic Plan assumes a 3-year rolling plan with an annual updating process charting progress, analyzing changes in the environment along with continual assessment of internal and external risks. It assumes an annual process of prioritization of goals and objectives. This document, approved by the Board of Directors, sets the ongoing agenda for the continuing development of LCC International University.

The strategic planning process does not ignore the many programs, initiatives, projects, systems, and procedures that are ongoing at LCC. It is assumed that the “regular” work of the university continues with the highest level of commitment to excellence.

LCC: A FLOURISHING COMMUNITY



The idea of “community” frames the 2018 Strategic Plan for LCC International University.

- ‘Community’ is the practical embodiment of the distinctive features of LCC International University: an international Christian liberal arts university, borne of philanthropic vision, generosity, and commitment, modeled upon a North American relational educational model, serving especially Eastern Europe and Central Asia.
- The LCC community is an antidote to the lack of social capital prevalent in the regions we most emphatically serve. From its inception LCC has sought to undo the cultural remnants of Soviet society by teaching and modeling trust and cooperation. In this aspect LCC continues to offer an educational experience that is unique the region.
- ‘Community’ expresses our Christian identity; we maintain that faith is best lived out in a community where we can converse about it and serve in the model of Jesus Christ
- Through the building of an intentionally diverse international community we aspire to be an example of successfully functioning multiculturalism.

“Shared purpose, shared commitment, shared relationships, shared responsibility – the need for community is a primal yearning and a practical necessity in our lives and in our society. A healthy community is one in which essential but often competing values are maintained in tensioned balance . . . the balance between access and excellence in education, rights and responsibility, justice and mercy, diversity and community, opportunity and disciplined effort, cooperation and competition, service and profit, self-interest and self-sacrifice, tradition and innovation. What happens without the balance? Community degenerates.” (p. 3)

McDonald, William, M. Creating Campus Community: In Search of Ernest Boyer’s Legacy. San Francisco: Jossey-Bass, 2002.

learning
community

international
community

relational
community

christ-centered
community

sustainable
community



1. LEARNING COMMUNITY

By definition a university fosters learning in students; LCC aspires to be a community in which all community members -- faculty, staff, students, and all LCC stakeholders -- are bound by the common goal and practice(s) of excellence in learning. Academic learning at LCC ranges across at least the following key areas: student success in the classroom environment; the efficiency and continual improvement of academic administration; the safeguarding of academic quality; the production and dissemination of knowledge via innovative academic research; and, learning opportunities outside of traditional degree-seeking programming.

GOAL 1.1:

Strengthen academic programming through the liberal arts perspective

The LCC liberal arts approach combines expertise in a major field with multiple knowledges gained from a broad general education platform; but liberal arts at LCC further extends to active classroom pedagogy; and we amplify the value of our liberal arts programming through the development of strong skills in communication, collaboration, creativity, and critical thinking, for the express purpose of preparing students with key skills for the labor market of the next decade. Both the identification of these skills and the overall justification for the liberal arts model are grounded in leading research in the field, such as the Association of American Colleges & Universities' recent study "Employer Priorities for the Most Important College Learning Outcomes."

Objective 1.1A:

To revise and renew the core curriculum, including design and implementation of fine arts and natural sciences curriculum

KPIs:

- Successful approval of core curriculum by Academic Council

Objective 1.1B:

To design and implement an e-portfolio system for both students and faculty members

KPIs:

- Annual increase in % of graduating students actively building e-portfolios
- Minimum 90% of promotion-track faculty members with an up-to-date e-portfolio

Objective 1.1C:

To design and execute a pilot project for a paperless classroom

KPIs:

- Successful completion of pilot project
- 80% student satisfaction rate

GOAL 1.2:

Ensure external verification of quality

In order to improve and assure quality in all that we do as a learning community, we value not only the ultimate rewards of accreditation and verification from external sources - such as a peer recognition, improved market visibility, and commensurability of degrees and learning outcomes - but we also appreciate how beneficial the very exercise of preparing ourselves to meet new standards can be.

Objective 1.2A:

To seek US accreditation

KPIs:

- Achieve candidacy status

Objective 1.2B:

To explore further possible sources of external verification at the program level

KPIs:

- At least one program reviewed per year

GOAL 3:

Expand non-degree programming

The learning community seeks to maximize existing resources for revenue generation and explore new possible revenue streams within its programming potential.

Objective 3A:

To expand and improve summer programming

KPIs:

- Increased revenue from summer programs each year
- Increased number of participants (local and international) each year

Objective 3B:

To capitalize on opportunities for certificate programs

KPIs:

- Annual Increase in revenue and participant numbers in certificate programs



GOAL 1.4:

Enhance research culture

We seek to enhance the research culture at LCC International University by: providing a common vision for how research activity can feed the overall learning culture at LCC, giving maximum support to student learning, developing faculty professionally through the production and dissemination of new scientific knowledge and scholarly writing, and studying how the LCC research culture may be optimally sustained.

Objectives 1.4A:

To expand internal platforms for sharing, learning, and reporting research productivity and scholarly learning (both for teaching and non-teaching staff)

KPIs:

- Minimum of 90% participation (defined as timely reporting of research activities) of promotion-track faculty in annual research productivity reporting process

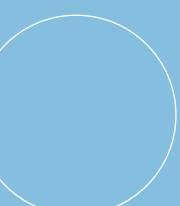
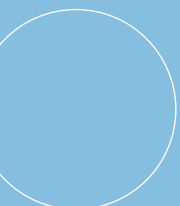
Objective 1.4B:

To improve quality, value, and extent of student research

KPIs:

- Host one major academic event each year that focuses on student research





2. INTERNATIONAL COMMUNITY

Our international identity is at the core of our community. It is revealed through the international diversity of students, faculty, and staff and is mirrored in our course content and educational approach. We want to continue building on the unique strengths in order to maximize regional impact as well as provide opportunities to engage with the local and international stakeholders, increase global cooperation for innovation and development, and to continue to ensure the high quality of our educational experience. We place an emphasis on the development of intercultural competencies, both individual and collective, which enable people to manage cultural diversity well. A strengthening of these competencies is identified by UNESCO as a matter of priority.

GOAL 2.1:

Model and promote an international university community and multicultural ethos

As an international community we will continue to engage our own community members in meaningful cross-cultural dialogue and embrace the diversity to enhance the learning experience of all community members. We also seek to extend our diverse cultural skills and capital to the region to positively impact the development of better understanding of various cultures and promote cross-cultural cooperation.

Objective 2.1A:

To take our strengths and expertise of cross-cultural living and learning to a broader audience, both in Lithuania and other countries

KPIs:

- Identify (by defining for this specific contextual purpose) at least three new audiences per year

Objective 2.1B:

To engage university community members in cross-cultural dialog and interactions

KPIs:

- Demonstrate an increased awareness and learning as indicated in the senior survey



GOAL 2.2:

Strengthen stakeholder relations and regional impact in Lithuania and target countries

Stakeholder engagement in higher education governance in Europe a part of the quality assurance and is a key requirement for higher education institutions. We seek to engage stakeholder: employers, NGO, alumni, other social partners in a meaningful way to maximize regional impact in Lithuania and target countries and maintain high quality of our education.

Objective 2.2A:

To engage local and international stakeholders in the university life through programming, in academic and social affairs

KPIs:

- Annual review of stakeholder engagement:
 - a) Retention of existing stakeholders
 - b) Increased number of actively engaged stakeholders

Objective 2.2B:

To engage students, staff, and faculty in broader community to maximize the regional impact

KPIs:

- Annual review of faculty/ staff/student engagement in target market:
 - a) Increased number of student internships in target market countries
 - b) Increased number of faculty/staff involved in regional events

Objective 2.2C:

To continue the development and support for engaging alumni

KPIs:

- Increased alumni giving
- Increased alumni participation in alumni-generated and campus-organized initiatives

GOAL 2.3:

Diversify recruitment strategies

In order to increase the student body, new recruitment strategies need to be adopted that utilize the institutional areas of strength.

Objective 2.3A:

To enhance and increase event-based recruitment

KPIs:

- Increased number of high school students in the recruitment pool
- Increased freshman enrollment
- Lower selectivity ratio

Objective 2.3B:

To enhance recruitment of target groups

KPIs:

- Increased number of high school students in the recruitment pool
- Increased freshmen enrollment
- Lower selectivity ratio



3. RELATIONAL COMMUNITY

LCC is a relational university, believing that student transformation takes place within the context of community and one-on-one relations. To create opportunities for seamless learning, meaningful interactions, and engagement physical and social spaces need to be thoughtfully created. The goals in this sections are aimed at fostering development of inclusive, caring, relational, healthy, and coherent community.



GOAL 3.1:

Be a university whose spaces foster community engagement and learning

Being a relational university we acknowledge the holistic nature of learning and spaces. They can foster social interaction amongst students and staff/faculty. They also help develop social networks with peers that can lead to greater engagement and help them overcome various academic challenges. Vertical and horizontal student to student and student/faculty interactions are important since they encourage social learning which is a key to student success. In support of our philosophy that learning happens inside and outside of classroom, a need for community engagement and learning spaces has been identified. Informal student feedback reveals a lack of informal spaces for group work, relational learning, student club gatherings, entrepreneurial activities, etc. Available spaces such as Michealsen center lobby is not designed in a way that supports engagement and learning. Neumann Hall lobby is overused and limiting in space.

Objective 3.1A:

To conduct a feasibility study for a new student center
If feasibility study confirms the need for a student center, create a plan for funding, income projections from the new facilities, timeline for development.

KPIs:

- A feasibility study
- A plan for usage, income, funding, etc.

Objective 3.1B:

To review residential living philosophy and enhance residential learning experiences

KPIs:

- # of LL initiatives
- # of students engaged in LL initiatives
- # of SF in LL initiatives

Objective 3.1C:

To enhance relevant engagement opportunities for commuter students

KPIs:

- # of commuter students engaged in programming
- senior survey results on commuter students

GOAL 3.2:

Develop a focus on wellness

The vitality of any organization depends on the health of its community members. Through intentional wellness programming for students and staff/faculty we aim at enhancing the general health and productivity, minimize stress and absenteeism, positively affect recruitment and retention, and improve general quality of life. Promoting good health is an integral part of Europe 2020, the EU's 10-year economic-growth strategy.

Objective 3.2A:

To effectively address whole person wellness primarily through physical wellbeing and mental wellbeing of students

KPIs:

- # of wellness initiatives
- # of students engaged in them
- # satisfaction survey results

Objective 3.2B:

To engage staff and faculty in wellness initiatives

KPIs:

- # of wellness initiatives
- # of staff/faculty engaged in them
- # of wellness initiatives for faculty/staff and students





4. CHRIST-CENTERED COMMUNITY

Since its beginning, LCC's story has been shaped by its commitment to historic Christian faith. This commitment is expressed by our affirmation of the Apostles' and Nicene creeds, and is reflected in the way it is woven throughout the tapestry of our life as a university community. This Plan is a reaffirmation of that commitment, and suggests some ways in which this distinctive can be strengthened in the future. The phrase "Christ-centered" here is significant in two primary ways. First, it indicates our desire to think deeply about how Christian faith shapes LCC at all levels and in all spheres, from the way our courses are taught to the details of residence-hall philosophy. Second, it points to our posture of invitation. We seek to be a community where others are invited to consider the person of Jesus Christ and his transformative message for our lives, our region and our world.

GOAL 4.1:

Foster ongoing dialog and understanding around LCC's Christian distinctive

As a Christ-centered community, we believe that there is room for considerable diversity regarding how our faith is reflected in our curricular and co-curricular activities. Thus, we seek to create opportunities for faculty, staff and students together to reflect on those implications for university life.

Objective 4.1A:

To encourage faculty to reflect on how LCC's Christian distinctive can be integrated with course content

KPIs:

- Annually identify and implement at least one significant opportunity for faculty to intentionally reflect on faith integration in the context of professional development

Objective 4.1B:

To encourage staff to reflect on how LCC's Christian distinctive can be integrated into their engagement with students

KPIs:

- Annually identify and implement at least one significant opportunity for staff to intentionally reflect on faith integration in the context of professional development

GOAL 4.2:

Enhance LCC's role as a center for Christian thought and faith-based action

As a Christ-centered community, we believe that our faith is not only a matter for contemplation but is also an impulse for action. Thus, we desire to humbly live out our faith, as we seek to follow the example of Jesus Christ.

Objective 4.2A:

To develop ways in which LCC can be a bridge-builder among faith communities

KPIs:

- Host one major opportunity for members of the faith community to gather each year

Objective 4.2B:

To encourage the application of LCC's Christian distinctive by living generously, seeking justice and the flourishing of our communities

KPIs:

- Will be identified through the development of a mechanism to track service learning/volunteerism throughout the institution

NEUFELD
KUNSTGALERIE



5. SUSTAINABLE COMMUNITY

Organizational sustainability and growth are dependent on the successful management of financial, human and physical resources. Strategies for ensuring sufficient resources to meet current institutional needs and achieve future goals are at the core of this strategic plan. Thriving organizations focus on diversifying funding sources, optimizing the existing resources and ensuring that employees are supported and appreciated.



GOAL 5.1:

Safeguard the financial sustainability of the institution

Diversifying and creating new revenue streams is essential for the institution to carry out its missions. The plan is focusing on creating a more equitable balance between all the current revenue streams as well as generating revenue from new sources.

Objective 5.1A:

To maximize and ensure a balance between the current revenue streams

KPIs:

- Ensure a ____% annual growth from existing revenue streams

Objective 5.1B:

To ensure new revenue streams that are built on institutional strength

KPIs:

- Ensure a ____ EUR annual growth from new revenue streams

GOAL 5.2:

Safeguard the quality of institutional systems

In order to ensure ongoing accreditation it is important to comply with Quality Assurance standards as well as to continually improve internal communication and data management systems.

Objective 5.2A:

To ensure ongoing Quality Assurance compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area

KPIs:

- Annual review by relevant management groups

Objective 5.2B:

To ensure effectiveness and efficiency in the internal communication and data management systems

KPIs:

- Reduce the number of databases used
- Increased use of the website
- Increase the number of paperless and/or digitized processes

GOAL 5.3:

Nurture the development of faculty and staff as an LCC professional community

Support systems for faculty and staff are crucial for a sustainable institution. The aim is to strengthen the structures and processes that support both local and expatriate faculty and staff at different stages of their employment.

Objective 5.3A:

To improve support for expatriate staff / faculty

KPIs:

- Each expat receives training (need based) and coaching
- Yearly on-campus seminars for further support

Objective 5.3B:

To ensure staff / faculty receive locally competitive salaries that are tied to yearly performance reviews

KPIs:

- Revise and implement the new pay grid (staff and faculty)
- Revamp of performance review system

Objective 5.3C:

To create a program focusing on continuous professional growth

KPIs:

- Plan for professional development for each employee
- Yearly employee engagement survey

