

WISCONSIN LUTHERAN COLLEGE



Strategic Plan

To Our Friends

February 2013



Dear Friends,

We recently celebrated WLC's 40th anniversary on Founders' Day. It was a time to reflect on the many blessings of the college's history. As much as we treasure the magnificent journey of the past four decades, the WLC family also has been focusing intently on our vision for the future.

The WLC mission is all about Jesus and preparing Christian servant leaders who will influence and impact their communities, workplaces, churches, and families. Opportunities abound, as do very real challenges that affect WLC and higher education in general.

We ponder upon our struggling economy and its affect upon philanthropy, increasing tuition costs, student debt concerns, federal cuts impacting higher education, questions about the value of a four-year degree, rising health care costs, changing demographics ... and the list goes on. Now, more than ever, we must be strategic, resolute, realistic, and committed to advance the mission of Wisconsin Lutheran College at this critical moment in time.

We initiated a strategic planning process more than 18 months ago for the first time in six years. We focused on developing a comprehensive road map that would ensure outcomes of **growth** and **sustainability** and achieve our objectives of delivering **excellence in Christian higher education** and providing a **superior student experience**.

Prospective students have choices ... many choices. Within a crowded marketplace, our vision is to be **the Christian college of choice, preparing Christian servant leaders**. Thus, we've created **Vision 2020**.

We call our plan **Vision 2020** because it is our heartfelt goal and prayer that God would grant us the opportunity to impact 2020 students with our Christ-centered mission by 2020. Our collective focus during the next three years will set us on our way to realizing this goal ... God willing.

Vision 2020 is powered by action items with real deadlines, and with accountability that has been assigned and accepted. However, we have kept rhetoric, rationale, and internal departmental details to a minimum in this publication. What is presented here is a summary outline – essentially the basis for our action plan moving forward.

With the approval of **Vision 2020** by our Board of Regents, this framework for the future direction of Wisconsin Lutheran College has been formally established. Members of the Strategic Planning Team (listed on the inside back cover) have devoted countless hours of thought, deliberation, discussion, and prayer to the planning process. However, no strategic plan executes itself. The real work and heavy lifting begins now as we implement **Vision 2020**.

May God bless **Vision 2020**. We want nothing more than to maximize our institutional capacity so that more WLC graduates can be God's hands and feet for a hurting world, a world in desperate need of moral, ethical, *Christian* leaders across all career sectors.

What an exciting time to be a part of the WLC mission – how truly great is our God! Thank you for your partnership with us in this plan to advance his kingdom.

In Christ's service with you,

A handwritten signature in dark ink that reads "Daniel Johnson". The signature is written in a cursive, flowing style.

Dr. Daniel W. Johnson
President

Historic Perspective, Mission, & Identity

Throughout its history, WLC has been recognized for its commitment to mission and ministry through Christian higher education. The core of WLC's stated and affirmed **mission** is this: Wisconsin Lutheran College ... is committed to providing **quality teaching, scholarship, and service** that are **rooted in Holy Scripture**; promoting the **spiritual growth** of students, faculty, and staff; and preparing students for lives of **Christian leadership**.

By God's grace, the college has faithfully applied this mission for 40 years. We have transitioned from renting high school classrooms to purchasing a beautiful residential campus that includes an athletic complex. In the past we granted a two-year associate's degree; we now provide four-year bachelor's degrees and a master's degree. Once we offered only liberal arts majors. Now, we provide professional programs and adult degree completion programs. We also have transitioned from serving a homogeneous student body to attracting and preparing students who represent an increasingly diverse demographic profile.

A clear understanding of Wisconsin Lutheran College's **identity** also is vital for advancing its mission in this ever-changing world of higher education. Among the complete list of identifying descriptors are the following specifics that help define and explain WLC's core philosophy regarding the achievement of its mission and vision.

WISCONSIN LUTHERAN COLLEGE:

- ◆ Is a comprehensive college forever grounded in the liberal arts.
- ◆ Embraces the reality that its mission integration and application will be customized differently for undergraduate residential, commuter, adult, and graduate students.
- ◆ Is committed to advancing its mission with an expansive vision to grow undergraduate and graduate academic programs in a fiscally responsible manner.
- ◆ Is committed to innovation and best practices in teaching and learning that will take place via traditional face-to-face instruction, blended/hybrid course offerings, and online delivery.

Vision

The Wisconsin Lutheran College vision is to be **the Christian college of choice, preparing Christian servant leaders** for the world. WLC will deliver **excellence in Christian higher education** and provide a **superior student experience**.

WLC will pursue its vision with responsibility, resourcefulness, and a relentless commitment to long-term **sustainability**, with a measurable **growth** target: **to serve 2020 undergraduate and graduate students** who will take classes full-time and/or part-time on campus, off campus, and/or online **by the year 2020**.



Intentionalize Christian Leadership

We will align all of WLC's campus initiatives to advance its mission of preparing Christian leaders and will serve as a valued church and community resource.

► **Fully implement the Center for Christian Leadership to intentionalize, coordinate, and unify leadership development efforts across the campus and beyond.**

- ◆ Develop the role of Director for the Center for Christian Leadership.
- ◆ Intentionalize undergraduate programming for Christian leadership development.
 - ◆ Develop a capstone project for all majors encouraging students to demonstrate a synthesis of their experiences in the core curriculum, Christian leadership, vocational activities, and their particular program of study.
 - ◆ Develop a framework for students to assess their personal knowledge of the Bible, religious practices, spiritual strengths and weaknesses, and service experiences, and to identify the starting point of a personal, spiritual growth plan.
 - ◆ Collaborate with faculty to incorporate spiritual growth maps into student portfolios and/or capstone projects.



Permanent Example of Servant Leadership Students, professors, and campus visitors alike are blessed each and every day as they walk past and contemplate the life-size sculpture of the Divine Servant – Jesus washing his disciple's feet – the perfect example and model of Christian servant leadership.

One of the most awesome blessings of helping to grow and develop our Adult and Graduate Studies programming is the opportunity to expand the number of people – adult students, specifically – who embrace the college's mission of Christian servant leadership as well as earn their degree... and then go out and share that perspective to make the world a better place.

James Brandt
Vice President of Adult and Graduate Studies
Wisconsin Lutheran College



The Warrior Way Wisconsin Lutheran College's "Warrior Way" culture celebrates values and traditions of the campus – such as the football team praying before each game. This culture will be strengthened and expanded in the coming years.

- ▶ Intentionalize graduate programming for Christian leadership development.
 - ◆ Evaluate the Adult and Graduate Studies framework to determine how Christian leadership preparation can be enhanced by future programs and curriculum additions/modifications.
- ▶ Offer a Certificate in Christian Leadership.
 - ◆ Coordinate service opportunities and Christian leadership development by offering a Certificate in Christian Leadership.
- ▶ Serve people beyond campus via conferences and a speaker series.
 - ◆ Plan an annual leadership conference and develop a strategic plan for facilitating a speaker series of note each academic year.
- ▶ **Foster a "Warrior Way" culture that celebrates WLC's values and traditions.**
 - ▶ Develop an extended freshman orientation that emphasizes the values and traditions of Wisconsin Lutheran College and its campus culture.
 - ▶ Systematize a program that encourages collaboration, support, and encouragement between various categories of students (fine arts, athletics, commuter, non-traditional, etc.).
 - ▶ Promote mutual mentoring between Adult and Graduate Studies students and traditional students.



“As we intentionalize Christian leadership initiatives throughout the campus, we believe we will be instilling the core of our mission and identity into the heart and life purpose of each and every Wisconsin Lutheran College student and graduate.”

Dr. Daniel Johnson
President
Wisconsin Lutheran College



Building Hope and Spreading God's Love WLC students are offered regular opportunities to participate in service projects and international ministry trips to countries such as Grenada (shown), Kenya, Mexico, and others.

“Becoming more innovative in developing partnerships with successful entrepreneurs (Genesis Institute) as well as creating sponsorships with corporations (Believe in the Green) must become institutional priorities. They will benefit all involved.”

Craig Russov
Vice President of Development
Wisconsin Lutheran College

We are committed to supporting a campus culture that fosters experimentation, innovation, and collaboration.

- ▶ **Develop partnerships with entrepreneurial enterprises that leverage WLC’s institutional capacity.**
- ▶ **Intentionalize and expand international education.**
 - ▶ Create and implement a strategic plan for international recruiting and expansion opportunities for the English Language Institute.
 - ▶ Create and implement a strategic plan for expanding students’ study/internship abroad experiences.
- ▶ **Collaborate with WELS Association of Lutheran High Schools leaders to produce the framework for a seven-year program of study (high school through college).**

▶ **Create initiatives to generate revenue streams through corporate and community sponsorships.**

▶ **Advance curriculum and instruction through innovative practices.**

- ▶ Expand blended and online learning opportunities within WLC’s traditional undergraduate program.
- ▶ Enable the Center for Academic Excellence to provide robust resources for faculty and students, offer support and research for effective teaching practices, and collaborate with others to facilitate campus-wide integration of instructional technologies.
- ▶ Expand adult and graduate program offerings with highly marketable certificate and degree programs.
- ▶ Articulate WLC’s core curriculum’s alignment with institutional academic goals and annually assess its impact.
- ▶ Establish a framework for interdisciplinary programs and team-teaching opportunities.
- ▶ Enhance internship opportunities by facilitating cross-disciplinary experiences.
- ▶ Solidify WLC’s strong advising program by codifying operational protocols.
- ▶ Codify and implement policies to guide and enhance the service of adjunct professors.

“Providing WLC students with regular opportunities for international education and service projects is critical for their leadership development and will expand their vision of God’s creation. As we face global realities regarding Christian ministry and health care, we believe our WLC graduates should be equipped with portfolios that include meaningful international experiences.”

Dr. Gerald and Kay Fischer
Bethesda, Maryland

“Establishing a seven-year pathway – from high school through college – for students to access is an example of how educators can create innovative, efficient, cohesive options for students to follow in their quest for comprehensive academic excellence. It also offers a practical alternative for families facing the rising costs of education as a whole.”

Dr. John Kolander
Provost
Wisconsin Lutheran College

Engage Community Partners

We value collaboration with community partners – who include urban education partners as well as friends within the immediate vicinity of campus.



Serving as a Resource Wisconsin Lutheran College's facilities are well-equipped and its faculty and staff embrace new opportunities to collaborate and partner with entrepreneurs from business or industry as well as with colleagues from other educational institutions.

- ▶ **Collaborate with innovative urban entities to increase the number of WLC graduates who become high-performing urban educators and educational leaders.**
- ▶ **Leverage the Center for Urban Teaching in partnership with other local universities to identify, prepare, and support the development of an increasing number of high-performing urban teachers.**
- ▶ **Partner with Pathways to College to increase the number of lower income and minority students who are pursuing and completing a post-high school education.**
- ▶ **Develop a formal plan of engagement with immediate neighbors in both Wauwatosa and Milwaukee.**

It is critically important that WLC continues to provide leadership in the realm of urban education, both through its graduates serving in schools throughout the city and through direct partnerships with community organizations serving the children of the city of Milwaukee.

Henry Tyson
Superintendent
St. Marcus Lutheran School
Milwaukee, Wisconsin



Collaboration and Partnership Partnering with innovative urban entities and schools as well as working in collaboration with community organizations continue to be top priorities for WLC.

Increase Awareness and Demand

We will develop WLC's brand and distinctive value proposition in order to effectively communicate with the campus family, potential students and their parents, churches, and the community at large.

► Implement an integrated marketing and communication plan.



WLC's Product - Christian Servant Leaders Each year Wisconsin Lutheran College graduates enter the marketplace well prepared to lead by serving.

- Publish and distribute a list of Frequently Asked Questions (FAQs).
- Establish a campus-wide message distribution structure.
- Create and implement a market research agenda.
- Create and publish a communication style guide.
- Establish a social media policy.
- Develop a formal plan of communication to WELS and other conservative Christian market segments.

Wisconsin Lutheran College's reputation – for academic excellence and graduating Christian leaders – has been growing gradually for many years. Now is the time to aggressively promote that reputation. More students need to know about WLC's existence and incredible value.

Steve Boettcher
President of Boettcher Media Group
Mequon, Wisconsin



Sharing Cultural Resources WLC will continue to share its cultural resources and promote its brand of excellence in Christian higher education, in part through student performances, concerts, and other special events.

► Develop a comprehensive brand plan.

- Differentiate WLC in an increasingly competitive marketplace.
- Communicate WLC's brand attributes.
- Articulate and communicate WLC's core values.
- Communicate WLC's compelling value proposition and market-tested promotional messages through a consistently implemented visual and graphic identity and up-to-date website.



Welcoming More Students From move-in day for undergraduate freshmen to commencement for all WLC students, serving students through academic excellence and in an authentic, Christian, caring environment will help the institution reach its goal of enrolling 2020 students by the year 2020.

Steward Assets

We will be purposeful in utilizing the institution's capital and land, infrastructure, human, and academic assets in ways that most powerfully impact WLC's mission today and into the future.

► **Measure WLC's baseline campus capacity.**

► Conduct a capacity/use audit of the entire campus (classrooms and office/meeting/storage/parking space). Also conduct a complete technology audit (infrastructure, support, and usage). Define the housing, faculty roster, student support, and infrastructure needs required to serve current and future enrollment goals.

► **Conduct a comprehensive program audit.**

► Analyze all academic, athletic, development, and other programs to determine revenue and cost, student demand, mission contribution, effectiveness, and potential future impact.

"I applaud the institutional commitment to further formalize policies and procedures regarding external financing, budgeting, and stewardship of economic resources."

Ronald White, Ph.D.
Chairman, Foster Associates, Inc.
Fort Myers, Florida

"Susan and I have been tremendously blessed by God, and we are returning these blessings by donating to a few ministries that we consider part of God's plan. WLC is one of these. We consider these donations as venture capital funding. We're investing in people so they can execute God's plan."

Dr. Gary Stimac
co-founder and former executive
of Compaq Computer Corporation
The Woodlands, Texas

► **Refresh the campus master plan.**

► Assign potential use values to land areas we own, and evaluate the feasibility of potentially leveraging our capital assets.

► **Leverage fiscal policy to enhance institutional sustainability.**

► Evaluate institutional policies regarding debt, leases, budgeting processes, revenue strategy, and tuition frameworks. Create fiscal policies to enhance institutional efficiency.

► **Maximize and leverage intellectual properties to advance WLC's contribution to the wider community.**

► Establish policies regarding intellectual property rights of faculty, staff, and students. Encourage and honor faculty through research support, academic resources, and financial compensation.

► **Expand, enhance, and maintain WLC's culture of assessment.**

► Develop and implement a redesigned student course evaluation instrument and program review policy. Design a comprehensive plan for ongoing assessment of the core curriculum and other assessment/evaluation plans throughout the entire campus.

► **Develop an annual campus-wide cycle of rigorous, high-quality compliance and risk management processes.**

► **Establish metrics to project and achieve revenue and enrollment goals.**

► Annually increase Servant Leadership Society membership by 15%, Ella Post Society membership by 10%, and the number of named scholarships by 20%. Increase alumni giving to 20%. Increase the freshman to sophomore retention rate to 80%.

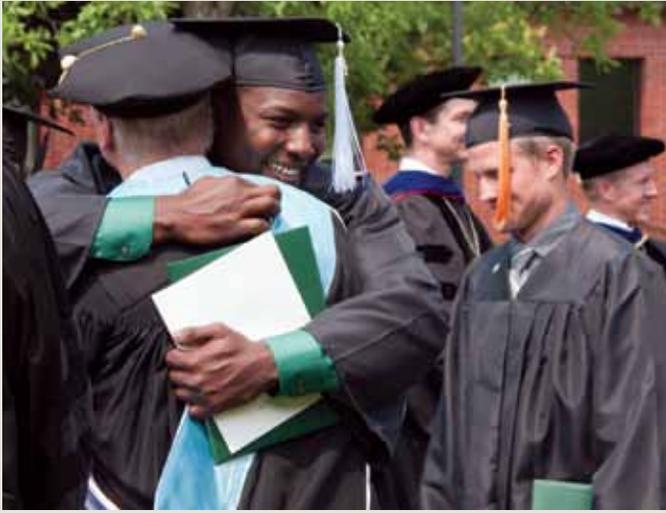
"Wisconsin Lutheran College needs to continue broadening its base of financial support to keep tuition costs down, enabling growth in its enrollment of tomorrow's servant leaders."

William Treffert
former CEO of Generac Power Systems Inc.
Naples, Florida

Summary and Review

Vision 2020 is clearly a challenging road map for our future – a bold vision that we are placing before a very big God.

We focus our efforts on reaching 2020 students by the year 2020: 1400 traditional undergraduates and 620 adult and graduate students. There are perhaps more



Ready for the World and its Needs All graduates of Wisconsin Lutheran College - traditional undergraduate, graduate, and adult accelerated degree students - will be well prepared in their major area of study. They also will be well equipped servant leaders, ready, willing, and able to live their lives as positive difference-makers.

questions than answers on just how God might make this happen.

However, this much we know: Since 1973, we have witnessed one miracle after another during each and every one of our 40 years.

At my inauguration in April 2009, I shared our leadership team's bold goal; to grow beyond the general plateau of 600-700 full-time students – where our enrollment had remained for years – and reach 1,000. Four years later we have reached that goal thanks to the dedication of our faculty, staff, and administration, whose work was so richly blessed by our Lord.

During that same speech, I also mentioned the launch of our Adult and Graduate Studies program – a decision that our Board of Regents had made the day before. We had neither a leader nor designated funding, but God brought us both – including a \$1M gift to begin the program. We now have an opportunity to share our Christian mission with working adults who desire to further their education and to create another mission-driven means through which to generate sustainable revenue for the college.

*WLC has done an incredible job of creating this strategic plan. As it evolved from early initiatives to its present form, you could truly see God's guiding hand as the Great Conductor of the unbelievable individuals He has positioned at WLC. This is an inspiring ministry to be a part of – one so focused on its mission – educating and preparing influential Christians **who are** servant leaders. The Lord will bless this plan – because the plan is His will – to share His love and truth.*

James Fischer
Chairman/Board of Regents
Wisconsin Lutheran College



Campus Appeal Wisconsin Lutheran College's appealing campus - its buildings and grounds - helps to create a comfortable, welcoming atmosphere for academic and spiritual growth for students, faculty and staff, and visitors.

God also enabled us to reduce our debt in May 2011. He inspired a special donor to step up, create a plan, and present a collective \$5.1M gift via the naming of Generac Hall.

The following year God moved yet another donor to pledge a \$1M gift allowing us to significantly upgrade our outdoor athletic complex. These major venue additions (locker rooms, restrooms, concessions) were needed to help us reach an even higher level of excellence in serving our student athletes and the surrounding community.

Again, God out-dreams us all.

I share these God-given blessings to illustrate one simple truth: for as long as WLC is all about Jesus ... and we boldly, unapologetically use Christian higher education to impact people for His sake ... then we truly believe that all things are possible. We will trust God and each other, and pray that He will continue to inspire and guide us to advance this mission of preparing Christian servant leaders at this very moment and at this most critical time for our church, community, country, and world.

In summary, **Vision 2020** will challenge us ... all of us. Our *vision* is to be **the Christian college of choice, preparing Christian servant leaders** for such a time as this. As we pursue this vision, we do so focused on our *outcomes* of **growth** and **sustainability**. Our *objectives* are clear: we strive to deliver **excellence in Christian higher education** while we provide **a superior student experience**. In order to effectively deliver on our objectives and outcomes in our quest to realize our vision, we will **intentionalize Christian leadership, innovate, engage community partners, increase awareness and demand, and steward assets – initiatives** that will transform WLC.

We place **Vision 2020** before the foot of the cross and thank Jesus for the opportunity to serve Him through this very special ministry.

In partnership with you,



Dr. Daniel W. Johnson
President

STRATEGIC PLANNING TEAM MEMBERS

The Strategic Planning Team is comprised of faithful members of our WLC family – each representing a particular voice and viewpoint from across the college campus. We wanted this process to be interdisciplinary with a wide range of ideas and thoughts freely expressed. This honestly was the case. I thank our Strategic Planning Team, who now will continue to steward the strategic planning process during the next several years.

– President Johnson

THE MEMBERS ARE:

Dr. John Kolander, Provost

Dr. Dennis Miller, Vice President of Student Affairs

Jim Brandt, Vice President of Adult and Graduate Studies

Gary Schmid, Vice President of Finance

Craig Russow, Vice President of Development

Steve Schroeder, Vice President of Human Resources

Jeff Weber, Executive Director of Enrollment

Vicki Hartig, Assoc. Vice President, Public Affairs
(through Dec. 2011)

Jason Van Acker, Executive Director of Marketing and Communication
(effective Jan. 2012)

Dr. Joyce S. Natzke, Dean of the College of Adult and Graduate Studies

Dr. Jarrod Erbe, Dean of the College of Arts and Sciences

Dr. David Brightsman, Dean of the College of Professional Studies

Dr. Rhoda Wolle, Director of the Center for Academic Excellence

Rev. Paul Kelm, Campus Pastor (through Dec. 2012)

Dr. Erik Ankerberg, Assoc. Professor of English, Director of Honors Program

WISCONSIN LUTHERAN COLLEGE



The Christian College of Choice, Preparing Christian Servant Leaders



Growth & Sustainability



**Excellence in Christian Higher Education
Superior Student Experience**



**Intentionalize
Christian
Leadership**

Innovate

**Engage
Community
Partners**

**Increase
Awareness
and Demand**

**Steward
Assets**