



LETOURNEAU UNIVERSITY'S 2028 STRATEGIC PLAN

Introduction from the Strategic Planning Committee

A strategic plan serves the institution in its quest to pursue its mission more effectively and in changing contexts. We have conceived of the strategic plan as essentially a prioritized program of changes. It does not describe every university activity—even if those activities are important or central to the institution’s functioning and mission. Instead, it describes the most important foci of change for the next three years. These changes do not indict a previous state; by contrast, they often reinforce strengths, extend good work, or mature germinal initiatives. Changes may be directional or scalar, radical or incremental, in structures or outcomes, but they should indicate ways that the institution will be different—stronger, more focused, more responsive, better—at the end of the plan than at the beginning.

The Strategic Planning Committee began its work by thoroughly assessing the previous (2021-2024) Strategic Plan. We found a strong foundation on which to build. Surveys of faculty and staff, focus groups, reports and self-assessments by the MCO (Mission Critical Objective) teams, and reflection by the Cabinet and the Board of Trustees all suggested that the plan was both engaged and effective. By and large, it concentrated attention on the right issues at the right time. It was not, as so many plans become, a “plan on a shelf,” but a focal component of the university’s operations. Still, the Committee identified areas in which we hoped to build even higher. While some goals were easily achieved and incorporated into our new normal, others proved more difficult to dig into, while still others generated new knowledge that was difficult to assimilate into the carefully detailed action plans. Most importantly, while plan progress was regularly reported back to campus and awareness of the MCOs was relatively high, the Committee believes that engagement with the plan’s priorities can and should be spread even more deeply throughout the organization, including at the level of individual departments, faculty, and staff.

The 2025–28 plan seeks to consolidate and build upon the successes of the previous plan. This Strategic Plan consists of six objectives, each corresponding to an aspiration of the shared Vision 2035 articulated by the President and affirmed by the Board of Trustees. Three aspirations describe what LeTourneau University will be; three describe whom we will serve. These aspirations offer a ten-year strategic framework that will guide the university’s work and growth over several successive strategic plans. This Plan rolls these aspirations back to a three-year horizon, proposing the state of progress in three years necessary to achieve those aspirations after ten years. Accordingly, the six objectives of this plan are waypoints we should reach in 2028 on the road to our 2035 Vision. Under each objective are three goals that specify the particular areas of work and investment necessary in the next three years. The Committee discussed a number of alternative structures, finally choosing this one as the most practicable and the most directly expressive of the areas of needed organizational growth or change.

These objectives build upon and develop the MCOs of the previous plan. The National Choice objective is a logical evolution of work started under MCO 1 (Academic Excellence and Ingenuity). The success of MCO 2 (Financial Strength, Growth & Stewardship) underwrites the entire plan and parts continue in the “Resilient and Diversified Financial Position” objective. Parts of MCO 3 (Diversity & Hospitality) and 4 (Campus Culture, Health & Well-Being) continue in the “Hospitality,” “Enriching Employee Experience,” and “Unparalleled Student Experience” objectives. The plan also deliberately reflects the four “bricks” of the Build with Purpose campaign, reflecting its projects and the fundamental aims of the planning process that included several years of work and scores of faculty, staff, trustees, and friends of the university. In some cases, specific campaign projects will help to achieve the goals, while in other areas, they represent shared direction.

The 2025–28 Strategic Plan also flows directly from the fundamental mission, aims, values, and commitments of the university as reflected in our foundational documents—the Vision Statement, Mission Statement, Statement of Faith, Community Covenant, Statement on Biblical Diversity, and other guiding texts. Approved by the Board of Trustees, these texts have been an essential part of our process as a Committee, and they articulate the unchanging core of aims, beliefs, and values toward which the changes described in this Plan are directed.

This helps explain why no single goal in the Strategic Plan, for instance, encompasses our fundamental Christian mission, even though being faithful to God and God’s call for our university will require vigilance and effort. In a larger and deeper sense, each of the Plan’s parts is infused or inflected by our fundamental Christian identity and calling. Throughout its process, the Committee was attuned to this reality. As it undertook the work of collecting campus input and imagining the greatest pressures and opportunities for growth, it

intentionally understood these in light of the Christian virtues that were to be expressed or inculcated in each area. The goals that emerged give expression to these hopes. They are to be understood and pursued with awareness of and ever-greater fidelity to the distinctive calling that God has placed on LeTourneau University and on each Trustee, administrator, staff, or member of the faculty as we seek to form students as salt and light for God's kingdom's sake. A number of goals gesture visibly to the distinctively Christian motive, mission, and power that underlies them—discipling students, cultivating “whole-student” growth, expressing Christ-like love for the neighbor, living faithfully in a world of technology, or integrating faith with our work. In general, however, the Committee has not felt the need to articulate the assumed relationship of each goal to our shared Christian commitments or to the foundational documents, holding them as essential and encompassing. The Plan, moreover, does not name everything that we must do to play our part in God's mission in our world though it does seek to identify some of the most important ways in which we can strengthen this unique institution to deepen and extend its Kingdom impact.

Other critical elements may not appear as prominently on the surface of this Plan as could be expected. We already mentioned the tight harmony of this Plan with the Build with Purpose comprehensive fundraising campaign, even though we have chosen not to make the campaign bricks into independent Plan goals. Similarly, some elements of the 2021-2024 Strategic Plan are not explicitly articulated here, though they remain essential. We will continue to support students facing increasing challenges with mental health and wellbeing, and we anticipate this could return in the next plan as a particular emphasis toward an “Unparalleled Student Experience.”

The work advanced by MCO 3 in the last plan is more important than ever, though this plan's “Hospitality” Objective is both narrower and broader. Overall, the Committee has drawn on our Statement of Biblical Diversity in formulating many parts of the plan, and we believe the basic Christian commitments in that document constitute a core value that must inflect the work we pursue under all this plan's objectives, not only under a single heading. God's vision for humanity will shape the ways we attend to our students, one another, and our community, imbuing our actions with God's attentive, effective, unexpected love for those the world would tempt us to regard indifferently. Accordingly, action items within each of the three “who we will serve” objectives will take up this work, and we will seek opportunities in the other areas. We have also identified Hospitality as a central virtue that we will work together to cultivate in ourselves and in our campus community over the course of this three-year plan. More than a set of actions, this is a disposition of the heart—a pattern of loves—that corresponds to a fundamental call of Scripture to actively welcome and sacrificially love the visitor, the “foreigner among you,” and the Church of Christ. It is particularly reflected in Christ's example and in his teaching of love for the neighbor. A cross-department team will help guide campus engagement in cultivating this virtue.

Under each Goal, the Committee has appended an annotative paragraph. These paragraphs are provided only to give texture and color to the goals, describing in general the types of actions or projects that will happen under each. They are not intended for public distribution, and it is the objectives and goals that we are presenting to the Board for approval.

After approval of the Plan and before roll-out in September 2025, the six objectives will be further specified in an “Implementation Plan” that outlines the most important action items, research items, and key results for each goal. These plans will also create engagement strategies for employees, units, and divisions to participate electively in certain aspects of the plan outside the central administration of key initiatives and projects. Implementation plans will be assessed and refreshed annually, with updates or changes to the plans being approved by the President and Cabinet and reported to the Board of Trustees along with progress and key results.

We have been honored and privileged to serve LeTourneau University in this important role. We are thankful to the Board of Trustees for the direction and input they provided early in this process. Dr. Mason has cast a compelling vision, provided clear direction, and responded to many questions and drafts, helping ensure our work aligned well with his vision and the institution's direction. The Cabinet helped us start the process with a broad sense of desired outcomes and areas of growth and provided vital feedback at multiple stages during our process. Hundreds of members of our campus community have provided input during our process so far, and many area experts have given considerable time to helping the committee scan the environment, shape objectives, formulate goals, and begin to flesh out implementation plans. Dr. Ron Mahurin of Design Group International has once again shepherded this planning process with wisdom, skill, and expertise, helping guide us to a plan that we believe will set LeTourneau University up for success. By God's grace, we hope and trust this plan will help LeTourneau to flourish in the coming years like it never has, even over its rich history.

Gratefully,

Members of the 2025–2028 Strategic Planning Committee:

Dr. Luke Tallon, Associate Professor of Theology

Grant Bridgman, Assistant Vice President for
Student Recruitment

Cody Bowen, Executive Director for Belcher Center &
Auxiliary Operations

Dr. Ben Caldwell, Provost and Vice President for
Academic Affairs

Dan DiFrancesco, Trustee

Hannah Eisen, Coordinator for Student Programs
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Dr. Hanwan Jiang, Associate Professor, Civil and
Environmental Engineering

Dr. Sandy Mayo, Associate Provost for Student Success &
Dean of Online Education

Dr. Kathleen Mays, Dean of the School of Business

Jonathan Wilcoxson, Chief of Staff



VISION 2035

at LETOURNEAU UNIVERSITY

THE NATIONAL CHOICE
FOR CHRISTIAN
POLYTECHNIC EDUCATION

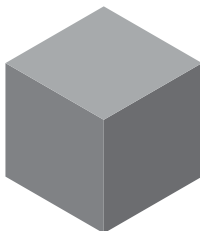
HOSPITALITY TOWARD
OUR EAST TEXAS
COMMUNITY AND
THE WORLD

ENRICHING
EMPLOYEE
EXPERIENCE

RESILIENT &
DIVERSIFIED
FINANCIAL POSITION

TRUSTED NATIONAL
VOICE ON FAITH,
SCIENCE, & TECHNOLOGY

UNPARALLELED
STUDENT
EXPERIENCE



INNER CORE
REPRESENTS WHO
WE WILL BE



OUTER PIECES
REPRESENT WHO
WE WILL SERVE



LETOURNEAU UNIVERSITY'S 2028 STRATEGIC PLAN

THE NATIONAL CHOICE FOR CHRISTIAN POLYTECHNIC EDUCATION

2028 OBJECTIVE

Desiring to faithfully steward God's gifts for Kingdom impact, LeTourneau will solidify our status as the national choice for Christian polytechnic education among students and their families and networks. We will improve our recruiting, retention, and Christian formation of both students and employees to fulfill our promise as The Christian Polytechnic University by strengthening our distinctive and comprehensive learning environment.

GOALS

- 1. Amplify LeTourneau's distinctive Christian polytechnic educational excellence by continuously refining academic programs and student job placement initiatives.**
- 2. Foster exceptional teaching and discipleship by experienced, highly qualified, mission-aligned faculty.**
- 3. Substantially grow LeTourneau's population of degree-seeking students who can excel at LeTourneau.**

THE TRUSTED NATIONAL VOICE ON FAITH, SCIENCE, AND TECHNOLOGY

2028 OBJECTIVE

Rooted in our unique Christian polytechnic identity, LeTourneau University will cultivate and share coherent biblical wisdom that helps students, employees, and other stakeholders flourish in our tech-saturated world as we nurture the trust, expertise, and relationships needed to expand our influence for the good of our society and the church.

GOALS

- 1. Offer a biblical vision of flourishing in a technological and scientific world by broadening engagement and deepening the expertise of faculty and the campus community.**
- 2. Help faculty, staff, and students embody Christian flourishing in our technological context.**
- 3. Design, build, and test content and programming that will serve as the base for future leadership on the theory and practice of integrating faith and technology.**



VISION 2035
at LETOURNEAU UNIVERSITY

ENRICHING EMPLOYEE EXPERIENCE

2028 OBJECTIVE

LeTourneau will nourish its culture of engagement by offering competitive compensation and benefits, communicating clear expectations, supporting personal and professional development, and fostering the integration of faith and work.

GOALS

1. Grow workplace health by expanding and supporting systematic institution- and unit-level engagement with employee engagement survey results.
2. Enhance employees' professional skills, leadership potential, breadth of background and giftedness, and ability to integrate their Christian faith with their work at LeTourneau University.
3. Ensure competitive and attractive compensation and benefits to attract and retain mission-fit faculty and staff with clear and shared expectations about job responsibilities.

UNPARALLELED STUDENT EXPERIENCE

2028 OBJECTIVE

Motivated by our distinctively Christian mission and love for students, LeTourneau University will nourish a culture that anticipates students' needs from first inquiry through graduation and job placement, exceeds their expectations of curricular and co-curricular engagement, and celebrates their unique gifts and successes.

GOALS

1. Foster an increasingly user-friendly experience for all LeTourneau students.
2. Enhance student engagement and well-being through personal, spiritual, and academic growth opportunities and a university-wide culture of celebrating students' unique gifts, backgrounds, milestones, accomplishments, and voices.
3. Elevate LeTourneau's on-campus student experience by investing in improvements to residence halls, beautification, and on-campus dining options.

HOSPITALITY TO OUR EAST TEXAS COMMUNITY AND THE WORLD

2028 OBJECTIVE

Responding to God's generosity and call to love our neighbors according to the pattern of Jesus, LeTourneau will foster a humble culture of hospitality. Through service and mutual exchange of gifts, we will partner with others to seek the common good.

GOALS

1. Cultivate hospitality as a characteristic virtue of LeTourneau University.
2. Frame practical systems to thoughtfully welcome guests, proactively learn from our neighbors, and meaningfully serve local communities.
3. Further strengthen and integrate partnerships in Longview and beyond that deepen LeTourneau's community engagement and benefit our students and community.

RESILIENT AND DIVERSIFIED FINANCIAL POSITION

2028 OBJECTIVE

Building on a solid financial foundation, LeTourneau University will expand its capacity to invest in employees and students and respond strategically to opportunities by growing all major revenue streams and implementing best-practice systems for managing and allocating resources.

GOALS

1. Maintain an overall financial position that supports robust operations and mission-driven investment.
2. Institute strategy-driven, campus-wide processes that foster confident and transparent stewardship for all stakeholders.
3. Grow major revenue streams by 2028:
 - a. Achieve net profit from RGRD.
 - b. Increase net auxiliary revenue.
 - c. Produce neutral or positive net revenue from enrollment growth while maintaining student accessibility.
 - d. Reach \$180M "Build with Purpose" campaign goal, including increasing the university endowment to \$62M by 2028.
 - e. Double value of applications for sponsored programs and research grants.