

2020 Strategic Vision

“Achieve More Than You Ever Imagined”

Vision

The University of La Verne will be nationally recognized for its enriching and relevant educational experience, which prepares students to achieve more than they ever imagined.

University Mission

The University of La Verne offers a distinctive and relevant educational experience to a diverse population of traditional-age, adult, and graduate learners preparing them for successful careers and a commitment to lifelong learning across the liberal arts and professional programs.

Core Values of the University of La Verne

Every student will be immersed in and will graduate committed to the university’s four core values with the full support and encouragement of faculty and staff dedicated to these same values:

Ethical Reasoning

The university affirms a value system that actively supports peace with justice, respect of individuals and humanity, and the health of the planet and its people. Students are reflective about personal, professional, and societal values that support professional and social responsibility.

Diversity and Inclusivity

The university supports a diverse and inclusive environment where students recognize and benefit from the life experiences and viewpoints of other students, faculty and staff.

Lifelong Learning

The university promotes intellectual curiosity and the importance of lifelong learning. It teaches students how to learn, to think critically, to be capable of original research, and to access and integrate information to prepare them for continued personal and professional growth.

Community and Civic Engagement

The university asserts a commitment to improving and enhancing local, regional, and global communities.

2020 Strategic Vision

The 2020 Strategic Vision is driven by four strategic initiatives and goals.

1. Achieving educational excellence (curricular & co-curricular).
2. Strengthening the human and financial resources of the university.
3. Heightening reputation, visibility, and prominence.
4. Enhancing appropriate, quality campus facilities and technologies.

Strategic Initiative I: Achieving Educational Excellence

Goal 1 - Develop best practices to improve educational effectiveness.

Objectives:

1. Implement the La Verne Experience throughout the curriculum and co-curriculum, across degrees, programs, and campuses.
2. Connect the University of La Verne core values across curriculum and co-curriculum.

Goal 2 - Offer distinctive academic and co-curriculum programs.

Objectives:

1. Assess community needs and the implementation process for academic programs in:
 - a. Healthcare Services
 - b. Sustainable Resources, associated with water and energy
 - c. Small Business Development and Entrepreneurship
 - d. Entertainment and Media Industry
 - e. Logistics and Transportation

Goal 3 - Create Centers of Excellence to meet the evolving national and global needs.

Objectives:

1. Create Centers based on areas of institutional strength where faculty teaching, scholarship, and community engagement are brought together with external and community-based initiatives to address regional, national, and global challenges.
2. Each Center of Excellence provides additional support for disciplinary and interdisciplinary research and scholarship.
3. Centers of Excellence provide learning and cooperative opportunities to the members of communities served by the university who may not be seeking educational degrees, and are interested in professional development and/or scholarly activities.

Goal 4 - Ensure all La Verne campuses meet the university's mission.

Objectives:

1. Implement a consistent and uniform assessment process.
2. Engage with respective regions by serving their workforce and community needs.
3. Promote the role of diversity and inclusion in enhancing the intellectual strength of the university.

Goal 5 - Promote an inclusive campus climate to attract and retain diverse students, faculty, and staff.

Objectives:

1. Achieve a university composition that reflects the diversity of the region.
2. Achieve a traditional-aged student population that approaches 80% California and neighboring states, 10% national, and 10% international.
3. Achieve an undergraduate population of 2,800 students, 2,000 adult learners, and 4,500 graduate and doctoral students. Additional increases in student population growth will be supported by academic, administrative, and physical infrastructure.

Goal 6 - Offer non-degree programs to meet the needs of the community.

Objectives:

1. Develop non-degree, non-credit learning opportunities that promote the mission and values of the university for members of the communities served by the university.
2. Develop alternative revenue sources that help to reduce the university's dependence on degree program tuition revenue.
3. Provide alternative venues to share the talents and skills of the university's faculty with the broader community.

Goal 7 - Deliver courses face-to-face, hybrid or online to achieve excellence in student learning.

Objectives:

1. Develop an organizational model that supports systematic and collaborative online delivery, where appropriate.
2. Develop a technology-supported learning environment to enhance student learning and faculty research and development.

Strategic Initiative II: Strengthening Human and Financial Resources

Opening Statement: The University of La Verne seeks to meet its campus and student needs through responsible financial management and by creating a supportive and inclusive environment for its employees. The university will enhance its long term market position and strengthen its financial stability by decreasing its dependence on tuition revenue while meeting institutional priorities.

Goal 1 - Achieve greater financial strength and stability.

Objectives:

1. Establish and conduct a successful comprehensive fundraising campaign that engages both internal and external communities.
2. Institute annual goals for endowment growth.
3. Increase La Verne's annual non-tuition sources of revenue.
4. Manage student financial assistance by strategically leveraging institutional aid to students and increasing endowed scholarship funding.
5. Ensure budgetary discipline through a multi-year budgeting process based on performance measurements that support the university's 2020 Strategic Vision.
6. Implement additional infrastructure efficiencies that reduce costs of "doing business" and knowledge delivery.

Goal 2 - Implement an equitable employee compensation plan.

Objectives:

1. Implement an appropriate performance-based compensation model for university employees.
2. Develop and implement competitive compensation plans that enable the university to hire and retain qualified faculty and staff.
3. Provide a competitive benefit plan aligned with the university's compensation philosophy.

Goal 3 - Achieve a culture of inclusivity, accountability, and high performance.

Objectives:

1. Develop and maintain consistent and equitable policies and procedures for faculty, staff, and students that are aligned with the university's mission and core values.
2. Identify the professional development needs of all employees and develop a multi-year plan to address them.
3. Develop a comprehensive annual review and retention plan by category of employees.
4. Assess faculty and staff retention and develop plans to address the areas where retention rates can improve.

Strategic Initiative III: Heightening Reputation, Visibility, and Prominence

Opening Statement: Increase and enhance the institution's reputation — grounded in La Verne's tradition and legacy — as nationally recognized for delivering a compelling, integrated and distinct curriculum and co-curriculum that prepares its graduates to be leaders in their professions and committed to active global stewardship.

Goal 1 - Achieve national recognition for institutional distinctiveness.

Objectives:

1. Increase rankings in reputable and recognized educational publications and surveys.
2. Achieve recognition as a Carnegie Community Engagement campus.
3. Identify and establish a collaborative approach and delivery for public relations, marketing and communications.
4. Achieve recognition as a model institution for interfaith cooperation among people of diverse religious, spiritual and secular world-views.

Goal 2 - Achieve national recognition for educational excellence.

Objectives:

1. Achieve and maintain accreditation in identified disciplines and colleges.
2. Achieve recognition and national awards and fellowships for faculty and students.
3. Establish a minimum of one additional Endowed Chair/Professorship per college.

Strategic Initiative IV: Enhancing Facilities and Technology

Opening Statement: Fully utilize the potential of the La Verne campus of 38 acres, the West campus of 53 acres, and appropriate "regional" campuses in serving the students, faculty, and staff. Interconnect all students, programs, colleges, and campuses physically and/or electronically.

Goal 1 - Provide appropriate, accessible and environmentally conscious space and facilities.

Objectives:

1. Identify appropriate land and facility usage to support evolving campus and community needs.
2. Provide sufficient campus housing for traditional-age undergraduate students (TUGS) and full-time graduate students to further a vibrant campus environment.

3. Maintain and renew the university’s physical infrastructure at a competitive and environmentally-sound level.
4. Develop infrastructure to reflect the university’s commitment to a diverse, inclusive, and sustainable teaching, learning, working and living environment.

Goal 2 - Develop a highly effective technology infrastructure to support teaching and learning.

Objectives:

1. Utilize communication capabilities to enhance the personalization and convenience of electronic educational delivery between and among campuses and all students.
2. Maintain and renew the university’s technological infrastructure at a competitive and environmentally-sound level.
3. Develop a robust, seamless Information Management capability to provide access to reliable information from our student, financial, and employee systems for critical, effective, data-driven decision-making.
4. Ensure students, faculty and staff are competitively technology-literate.

Fall 2011 – May 2013

This is a basic overview of how/where/when each of the constituent groups below have been involved throughout the 2020 Strategic Visioning process.

Timeline (beginning 2011)

Constituents Involved

<p>Fall 2011</p> <p>Strategic planning process begins with steering committee and focus groups throughout the campus and with alumni;</p> <p>Board of Trustees participate in visioning process</p>	<p>Richard Simpson facilitates visioning process with steering committee</p> <p>Faculty focus groups</p> <p>Alumni</p> <p>Board of Trustees</p> <p>Student focus group</p>
<p>Spring 2012</p> <p>Board of Trustees continue visioning process during February meeting;</p> <p>Updated 2020 Strategic Vision document revisited with campus community;</p> <p>Steering committee continues to refine the document</p>	<p>Board of Trustees</p> <p>Faculty</p> <p>Alumni</p> <p>Students</p>
<p>Summer 2012</p> <p>Board/Senior Management retreat to continue 2020 Vision development;</p> <p>Steering committee continues to refine the document</p>	<p>Board of Trustees</p> <p>Senior Management</p>

Timeline (beginning 2011)

Constituents Involved

<p>Fall 2012</p> <p>Board of Trustees and campus continue to reword and refine the vision; Steering committee continues to refine the document</p>	<p>Board of Trustees</p>
<p>Spring 2013</p> <p>Board of Trustees Retreat adds contribution to 2020 Vision; Document finalized during May meeting; Steering committee continues to refine the document</p>	<p>Board of Trustees President's Executive Council</p>
<p>Fall 2013</p> <p>Final 2020 Strategic Vision document is disseminated</p>	<p>Faculty Staff Board of Trustees</p>

Dr. Richard Simpson has facilitated the 2020 Strategic Visioning process since its inception. He is also Chair of the 2020 Strategic Vision Steering Committee that consists of the following members:

Mr. Darryl Swarm, Librarian, Assessment

Dr. Terrell Ford, Public & Health Admin.

Dr. Jack Meek, Public Administration

Ms. Valerie Beltran, Education

Dr. Laurie Schroeder, Education

Ms. Nelly Kazman, RCA

Ms. Victoria Haneman Esq., Law

Ms. Carrie Lewis Hasse, RCA

Mr. Jeffrey Hendershot

Dr. Ann Hills, Spanish

Dr. George Keeler, Communications

Ms. Judi Stillwell, Budget & Finance

Ms. Lori Gordien, AVP of Finance

Dr. Loretta Rahmani, Dean, Student Affairs

Mr. Jeffrey Rouss, Deputy VP for Major Gifts

Ms. Ava Jahanvash, ASULV President

Ms. Martina Quinteros-Miraflor, HR

Dr. Richard Rose, Religion & Philosophy

Dr. Zandra Wagoner, University Chaplain

Mr. Fred Chyr, AVP & CMO