

LYNCHBURG COLLEGE  
Strategic Planning Team

Minutes of September 20, 2011, Kick-off Meeting

PRESENT: Co-chairs Steve Bright and Julius Sigler, Linda Andrews, Steve Arnold, Matt Brandon, Dawn Cloyd, Rita Detwiler, Debbie Driscoll, President Garren, Dan Lang, Tim Laurent, John Lewis, Barry Lobb, Kim McCabe, Denise McDonald, Stephanie McLemore, Mari Normyle, Ed Polloway, Nancy Schneider, Jan Stennette, Jack Toms, Joe Turek, Frank Whitehouse, Lisa Womack, and student interns Rachel Montgomery and K. C. Mendez.

Debbie Driscoll welcomed everyone and introductions were made. She explained that the various groups invited to the meeting included SPT members and past presenters, Cabinet, School Deans, and those who contribute to the SPT throughout the year. President Garren explained the purpose of the SPT and reviewed the list of recommendations from the SPT that were approved for 2010-11, which totaled \$150,000.

**“HORIZON THINKING” EXERCISE – Debbie Driscoll**

Dr. Driscoll gave each person five Post-it notes and asked everyone to write down five future events, emerging issues, or developing trends that are likely to affect the College. She asked that each person place the Post-it notes on flip charts that were set around the room displaying the various timeframes from 2012 through 2020 and beyond. The Post-it notes placed on the flip charts were intended to create a rough timeline to capture the future forces of the College.

Key components identified for each timeframe are summarized as follows:

**2012–2013**

- Health Sciences
- Technology/web platform
- Financial issues/perceived value and cost
- Competition for graduate students/Liberty University
- Job preparation
- Distance learning
- International study/International students/St. Lucia
- Curriculum ideas and also how this relates to the Quality Enhancement Plan (QEP)

**2014–2015**

- Demographic changes/recruiting
- Health Sciences
- Distance learning
- Curriculum matters: Humanities/Multi-cultural
- Legal changes at the Federal level (regional accreditation)
- New “normal” as it relates to the economy (how students will pay/College’s ability to provide salaries we might like)

**2016–2017**

- Demand decline for courses
- Increased competition as demographics shift
- Liberty University

- Type of students
- Curriculum
- Transitional leadership (retirements/change of leadership)
- Global opportunities

### **2018–2019**

- More classroom space & professors
- Liberty exhausts all regional sites for health care clinics
- Leadership transition?
- Cost – third party payers (example: government may decide on a specific price per credit)
- Enhance athletic facilities to keep pace with student expectations and external competition

### **2020**

- I retire from LC
- Radical shift or decline of the Christian Church (Disciples of Christ)
- Lynchburg City becomes so closely identified with LU that we have trouble recruiting faculty
- Increase international enrollment at LC to 10-20% of student body, and diversity the countries from which they come
- Expansion of housing
- Increase planned giving for scholarships so that resources are doubled in 10 years

Once the timeline components were determined, small groups were formed to discuss the topics identified and generate recommendations/areas of focus to be used in the next SPT meeting. This will also help to provide the groundwork for updating the College's Strategic Plan.

### **Recommendations/areas of focus are summarized as follows:**

- Quantify goal for International students.
- We should have an absolute plan for International recruitment and a commitment to it.
  - diversity by countries
  - faculty should reflect other kinds of diversity
- Differentiating LC from Liberty University:
  - Liberty University needs to be considered, but we must focus on and do the right thing for LC.
- Changing leadership threat (retirement) – we need a transition plan for replacing leadership.
- Personnel projection/changes coming (retirement).
- We need to stay true to our liberal arts foundation.
- Stay true to LC's institutional culture.
- Refine and develop vision – distance learning/hybrid.
- Endowment cannot meet the ups and downs of enrollment.
- Facility competitiveness (Student Center, Wake, Turner, etc.).
- Review of buildings/facilities for Health Sciences and the Sciences.
- Determine ways to more aggressively recruit transfer students.
- Education valuation (office of the marketplace).
  - hire-ability of students
  - career connections
- General education – stay relevant (streamline, globalization).
- Do we have to have 51 credits for general education or can we have less and maintain the quality?

- Size of the College – ideal # (graduate and undergraduate)
  - Stay the same or grow
- Decide whether LC should be a college or university? (choose and propose)
- How do we be more nimble to respond, but with a process that supports change?
- More students who wanted to be here than we could accept.
- Are students getting the outcome we want for them?
- Willingness to change to be distinctive. Should we look at an array of program offerings to support distinctiveness?
- Revenue/resources/outcome.
- Consequences of increased demand.
- Focus on retention (as in Achievement and Persistence awards).
- With A&P awards, we are doing something with our endowment that no other school is doing.
  - We have data to quantify.

**NEXT MEETING: Tuesday, October 4<sup>th</sup> – 11 a.m. – Schewel 231**

Respectfully submitted,

Lisa Womack