



Report to the 2021 Synod Assembly Northern Texas-Northern Louisiana Synod

Texas Lutheran University appreciates the opportunity to partner with you in the mission of Lutheran higher education.

Highlights of the 2020-21 year at Texas Lutheran University include:

- Maintaining safe campus operations during the pandemic through strategic use of online learning, single-room occupancy only in our residence halls, limited on-campus activities, use of the Campus Clear app for daily symptom reporting, a working-arrangement with our local hospital for daily clinic access, and a partnership with San Antonio-based Community Labs for on-campus COVID testing.
- Creation of a new strategic plan focused on priorities for the next five years (see attached).
- Fall enrollment of 1465 full-time students—representing a slight decrease in first-year students but an overall increase that again reflects our highest enrollment ever.
- Appointment of our inaugural Vice President for Diversity, Equity, and Inclusion, Dr. David Ortiz, who came to TLU from a senior leadership position at the Hispanic Association of Colleges and Universities.
- Appointment of interim campus pastor Katy Miles-Wallace '14 and relaunch of search for permanent campus pastor.
- Appointment of Dr. Amie Bedgood, formerly BSN coordinator and a faculty member in our Nursing program, as TLU's new Director of Nursing.
- Launching of our accelerated Nursing program at Resolute Hospital in New Braunfels (with 83 students enrolled across 3 cohorts thus far) and approval of a master's program in Nursing to begin on the Resolute campus in spring 2022.
- Approval by the TLU Board of Regents to initiate pre-campaign work focused on improving the science facilities on our campus.
- Gary Riske, TLU alum ('76) and retired business executive who resides in Lafayette, California, approved by the TLU Corporation as a member of the Board of Regents.

- Three new Corporation members appointed: Austin Adams (Faith Lutheran, Flower Mound), Ashley Bergeron (New Life in Christ, Duncanville), and Christine Jaecks '17 (Trinity, Fort Worth).
- New tenure-track faculty members began in Education, Music and Theology.
- TLU continued to receive external support and recognition, including grants from The Higher Education Coordinating Board and the Baptist Health Foundation in support of our Nursing program. In addition, two estate gifts totaling almost \$600,000 were received in support of scholarship endowment for TLU students.
- TLU student Alexander Pantoja (a sophomore applied Physics major from Seguin) was awarded the ELCA Rossing Scholarship.
- TLU student Antonio Flores (a junior Information Systems major from Selma) was selected as a Newman Civic Fellow by Campus Compact, the national civic engagement organization.

This year has required great attention to maintaining the safety and health of all of our community members while at the same time planning for the future of our University. We are grateful for our ability to continue to serve our students well, honor our faith and our diversity, and ensure our future, and for the support that surrounds us in this process. We are proud to be part of the ELCA's life and ministry, and we welcome your support in prayers, students, and contributions. Thank you for your partnership with us in our mission of higher education.

Debbie Cottrell
President
Texas Lutheran University

TLU Strategic Plan 2020-2025

As a community of faith and learning, Texas Lutheran University empowers a diverse student body through an education centered on the liberal arts and professional programs. In pursuit of a more just world, TLU is committed to academic excellence, servant leadership, and career development.

This mission is built on the core values of education, community, and faith, each linked directly to how we serve our students.

Education: In service to our students, we are committed to offering access and opportunity to pursue intellectual growth in an environment that fosters open dialogue and the freedom to share and discover diverse thoughts and ideas.

Community: In service to our students, we are committed to providing a supportive and inclusive environment that emphasizes the respect of all of its members. Through our leadership and service, we seek to support justice and promote the common good.

Faith: In service to our students we are committed to operating at the intersection of faith and learning, which invites exploration and discovery through spiritual and educational growth, creating bold leaders who pursue lives of purpose and meaning.

Our mission and values lead us to a vision for the future. Through innovative liberal arts and professional programs, Texas Lutheran University will engage the aspirations of our students in an inclusive, challenging, faith-based community. The impact of a TLU education will create bold and adaptable leaders who transform society.

Anticipating the next five years at TLU requires us to acknowledge the unique nature of the spring of 2020 and its impact on our future. Within this context, we believe that a specific plan for the year 2020-21 will allow us to focus on the best ways to demonstrate strength and adaptability, while building a bridge for our future. We have five goals that anchor our five-year strategic plan. These goals will allow us to connect, learn, expand, and grow across the years of this plan. We offer here the specific work to be done in 2020-21 to initiate this plan while recognizing the unique time in which it is beginning. In approaching our new strategic plan this way, we acknowledge that the year 2020-21 will also be a time to develop the next four years of this plan.

Goal 1: Strengthen and expand the student experience.

- Reopen our campus in August 2020 with particular attention to safety and health needs created by the pandemic of spring 2020, following the details and protocols outlined in the “Looking Ahead” document found at www.tlu.edu.
- Focus on retention and graduation rates of all students, especially those at higher risk of not persisting.
- Continue fundraising for Student Athletic Center to improve conditioning area for athletes and provide dedicated fitness space for all other students.

Goal 2: Diversify and strengthen academic programs.

- Determine necessary technological investments needed for next five years, including initial work and discussions regarding a more robust learning management system.
- Implement Accelerated Bachelor of Science in Nursing (ABSN) program in New Braunfels and pursue addition of Direct Entry Master of Science in Nursing (DEMSN) with external partner.
- Complete initial plan and fundraising feasibility study for renovation and expansion of Moody Science Building.
- Begin systematic review of academic programs to align resource allocation with enrollment and growth potential while remaining centered on the liberal arts and professional programs consistent with the mission of the university.

Goal 3: Embrace and celebrate a culture of diversity, equity, and inclusion.

- Develop faculty and staff hiring and mentoring practices to prioritize diversity, equity, and inclusion.
- Develop a centralized compliance and complaint process for all diversity, equity, and inclusion issues.
- Utilize the Cabinet’s Action Plan for Racial Justice, the Diversity Committee, and the Diversity, Equity, and Inclusion Strategic Plan to prioritize next steps in this work. (See www.tlu.edu.)

Goal 4: Establish a predictable business model that provides financial stability.

- Create comprehensive budget modeling process that utilizes input from the President’s Cabinet and faculty and staff leadership to create a balanced budget.
- Establish net tuition revenue and enrollment growth goals for the next four years.
- Create task force on revenue growth to recommend priorities for additional revenue enhancement.
- Implement priorities and goals for a robust grant program that enhances our financial foundation and provides new opportunities for faculty and staff.

Goal 5: Create strong partnerships and collaborations.

- Expand partnerships with Guadalupe Regional Medical Center, the Seguin Police Department, and Guadalupe Valley Family Violence Shelter for improved campus health and safety.
- Enhance work with local entities including Chambers of Commerce, Seguin Economic Development Corporation, and other businesses, organizations, and industries to increase partnerships and programs that benefit TLU and the local community.
- Strengthen church relations efforts, utilizing the leadership of Campus Ministries in this work. Strengthen collaboration between Campus Ministries, Center for Servant Leadership, theological studies, and TLU’s student interfaith group to advance faith initiatives and spiritual development on our campus.