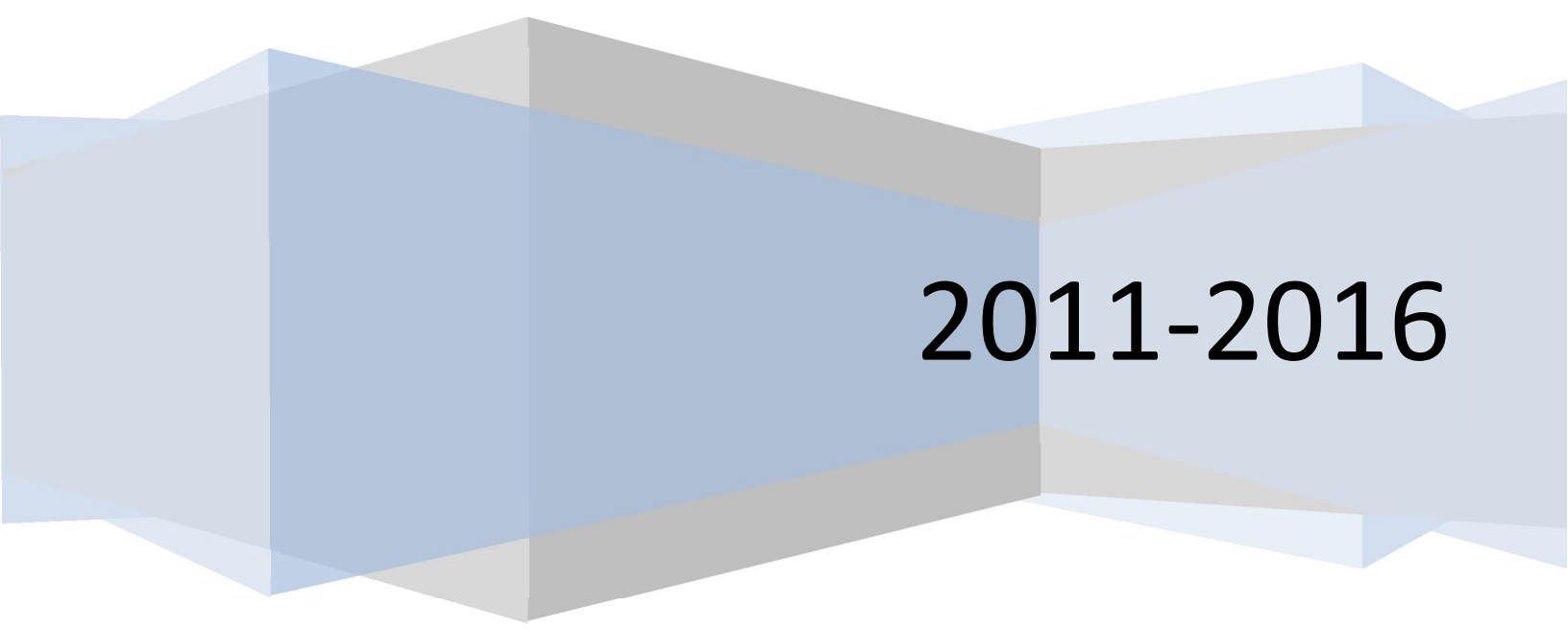


# Strategic Long-Range Plan

For Living University



2011-2016



CONTENTS

Executive Summary ..... 7

Salient Facts ..... 9

I. Overview of Planning Process ..... 11

    The Planning Cycle ..... 11

    Planning Objectives..... 11

II. Educational Philosophy, Mission, and Core Values..... 13

    Educational Philosophy ..... 13

    Mission and Scope..... 14

        2.2.1 Primary Programs ..... 14

        2.2.2 Support Programs ..... 14

        2.2.3 Basis of Planning and Assessment..... 15

    Core Values ..... 15

III. Operational Objectives ..... 16

    Primary Program Objectives..... 16

        Instruction..... 16

        Research ..... 17

        Public Service..... 17

    Support Program Objectives..... 18

        Academic Support ..... 18

        Library Services..... 18

        Student Services..... 19

        Institutional Support ..... 20

        Physical Plant Operations ..... 21

        Scholarships and Fellowships ..... 21

        Auxiliary Enterprises ..... 21

IV. Institutional Assessment Plan..... 23

    Institutional Effectiveness ..... 23

    Degree Program and General Education Effectiveness Indicators ..... 23

    Academic, Student, and Related Educational Support Units ..... 24

    Administrative and Other Institutional Support Units ..... 24

**STRATEGIC LONG-RANGE PLAN 2011-2016**

V. Organization ..... 26

    Organization Chart..... 26

    Incumbents ..... 27

VI. Department Goal Statements ..... 29

    1. Instruction Goals (100-190) ..... 29

    2. Public Service Goals (200) ..... 30

    3. Research Goals (300) ..... 31

    4. Academic Affairs Goals (400) ..... 32

    5. Accreditation and Licensure Goals (410) ..... 33

    6. Instructional Media Services Goals (420)..... 34

    7. Information Technology Support Goals (450)..... 35

    8. Library Services Goals (500) ..... 36

    9. Student Affairs Goals..... 37

    10. Student Life Activities Goals (610) ..... 38

    11. Enrollment Management Goals (650) ..... 39

    12. Financial Aid Goals (660) ..... 40

    13. Commencement Exercises Goals (725)..... 41

    14. Institutional Memberships Goals (750)..... 42

    15. Board of Regents (810) ..... 43

    16. Executive Management Goals (815) ..... 44

    17. Institutional Research and Planning Goals (820)..... 44

    18. Legal Affairs and Risk Management (825) ..... 45

    19. Institutional Advancement Goals (830)..... 46

    20. University Relations, Marketing and Information (850) ..... 47

    21. Facilities Management Goals (890)..... 48

    22-25. Business Services Goals (900-930) ..... 49

    26. University Bookstore Goals (950) ..... 50

    27. Equipment Goals (990)..... 51

VII. Library Space Requirements ..... 52

VIII. Campus Master Plan..... 54

    Target Student Population..... 54

    Stages of Campus Development ..... 54

        Infrastructure Development..... 54

        Master Plan Level I..... 54

**STRATEGIC LONG-RANGE PLAN 2011-2016**

Master Plan Level II..... 54

Master Plan Levels III-V ..... 55

Projected Net Assignable Square Feet Required .....55

Core Campus.....55



## EXECUTIVE SUMMARY

The themes or strategies in this plan define transitions in the University's efforts to develop and improve the necessary infrastructure to fulfill its mission. These strategies, implicit throughout the detailed goal statements, can be summarized as follows:

1. In the next five years focus on curricular offerings providing the theological base for leadership, teaching, and ministry within a local church, particularly related to volunteer and bi-vocational service.
2. For the next five years, maintain a small student body at Charlotte of sufficient size to effectively serve demonstrated student employment needs at the University and the LCG.
3. Within five years achieve a total student headcount of not less than 225 students.
4. By fall 2013, increase the fulltime faculty, teaching and administrative, to four, and by fall 2014 to five .
5. Enhance existing library holdings by bringing the collection up to date to support the needs of the Church and the university's teaching, research, and service mission.
6. Achieve licensure for an AA degree program by the State of North Carolina by January 15, 2014.
7. Achieve DETC accreditation by January 15, 2015 and SACS candidacy by January 15, 2016.
8. By August 15, 2015 institute the federal student financial aid program.
9. By the fall of 2015 have a tuition rate more commensurate with the educational and fiscal realities of the institution, from the present \$90 per semester credit hour to \$125 per semester credit hour.
10. In five years realize at least \$125,000 per year through foundation gifts, the annual campaign, and corporate gift matching.
11. In five years, have a General Reserve Cash balance equal to or greater than three months of institutional expenses.
12. By fall 2015, acquire a facility enabling the University to have at least one standard sized classroom, a computer lab, offices, and library, and bookstore in or near the Living Church of God headquarters buildings sufficient to support an FTE enrollment of 25 on-campus students.



**SALIENT FACTS**

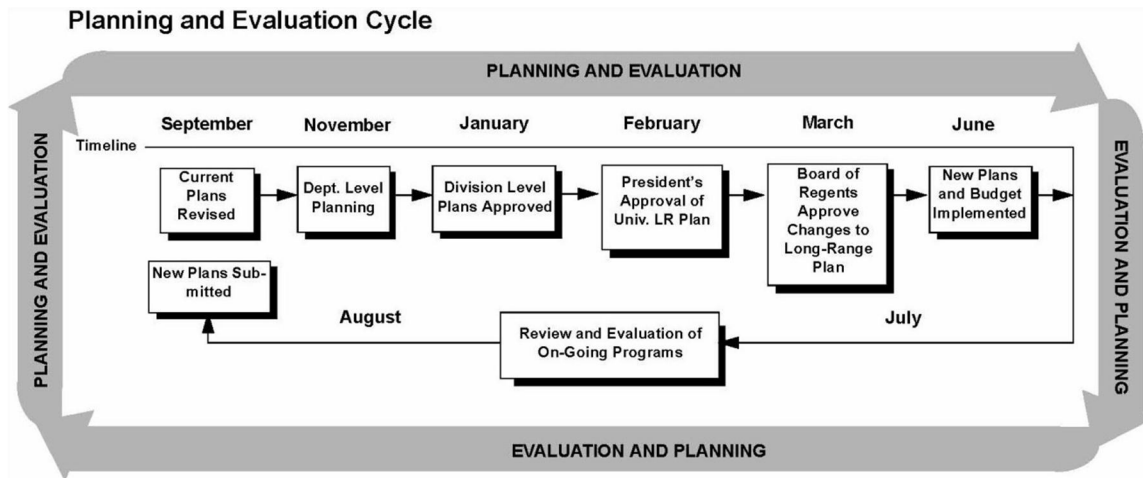
	11-12	12-13	13-14	14-15	15-16
			Licensure Visit	DETC Accreditation Visit	SACS Candidacy Visit
<i>ACADEMIC OFFERINGS</i>					
Certificate programs	6	6	6	6	6
Diploma programs	1	1	1	1	1
Associate degree programs	1	1	1	2	2
Bachelor's degree programs	1	1	1	1	1
Master's degree programs	0	0	0	0	0
<i>ENROLLMENT &amp; TUITION</i>					
On-campus headcount (Charlotte)	6-8	6-8	6-8	6-8	6-8
Total student headcount (fall)	150	165	180	200	225
Total SCH (fall)	645	710	774	860	968
Tuition per semester hour	\$100	\$100	\$112	\$125	\$125
Total Annualized FTE	53.8	59.2	64.5	71.7	80.7
<i>LIBRARY SERVICES</i>					
Projected library holdings (book volumes)	5,000	6,300	7,600	8,900	10,200
Cumulative value of library holdings (\$75 per item)	\$375,000	\$472,500	\$570,000	\$667,500	\$765,000
<i>UNIVERSITY EMPLOYEES</i>					
Number of PT faculty	6	6	6	6	6
Number of FT faculty (adm & tchg)	2.0	2.5	4.0	5.0	5.0
Number of FT staff	0	0	0	0	0
Number of PT staff	1	2	2	3	3
Number of Student Employees	6-8	6-8	6-8	6-8	6-8
<i>FINANCIALS</i>					
Foundation Gifts	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Annual Campaign	\$90,000	\$95,000	\$100,000	\$105,000	\$110,000
Corporate Gift Matching	\$0	\$0	\$0	\$0	\$10,000
Other Gifts	\$0	\$0	\$0	\$0	\$0
Total Private Gifts	\$95,000	\$100,000	\$105,000	\$110,000	\$125,000
Projected Revenue from LCG	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
Projected Revenue From Tuition	\$129,000	\$142,000	\$173,376	\$215,000	\$242,000
<b>TOTAL Revenue Projection</b>	<b>\$449,000</b>	<b>\$467,000</b>	<b>\$503,376</b>	<b>\$550,000</b>	<b>\$592,000</b>



## I. OVERVIEW OF PLANNING PROCESS

### THE PLANNING CYCLE

The chart below illustrates the planning cycle at Living University.



### PLANNING OBJECTIVES

The primary objectives to be realized in the planning process were the following:

- To enhance the probability that the mission of the University will be fulfilled.
- To increase dialogue between the administration, faculty, staff, and students.
- To foster improvement of the conceptualization and understanding of program planning, resource allocation, and managing processes.
- To improve planning and management processes at all levels at the University.
- To demonstrate the effectiveness of the University in achieving its institutional mission and scope.

The statement of the mission and scope of the University, expressed in operational terms for the three primary program areas (instruction, research and public service) and the six support program areas (academic support, student services, institutional support, physical plant operations, financial aid, and auxiliary enterprises), is translated into quantitative projections for a five year period by University department or other budgetary unit.

In each area critical elements are identified and projected over a five year period. In this plan quantitative elements are cross-referenced with each other for precision and consistency. They formulate a quantitative profile of the University indicating concurrent growth requirements for the accomplishment of its purpose.

Each objective is stated in operational terms on as realistically as possible and each represents the year to year changes that would facilitate accomplishment of five year goals. These elements

## STRATEGIC LONG-RANGE PLAN 2011-2016

therefore are targets by which the University can gauge progress toward achieving its mission through the assessment process. Further, care has been taken to state objectives in such a way that:

- For each primary and support program objective a set of statements, with suitable comprehensiveness and depth, shall be developed to furnish further meaning related to the accomplishment of that objective.
- Statements shall be developed for each objective with such detail and specificity that persons reading the statements will interpret them the same way. Statements shall be expressed in a way that they can be assessed and evaluated quantitatively and qualitatively.

Note that the goals stated in this section are department, or other budgetary unit, planning goals. Their inclusion resulted from their importance in advancing institutional objectives. They were not developed to be an expression of every conceivable institutional objective flowing from the institutional statement of mission and scope.

## II. EDUCATIONAL PHILOSOPHY, MISSION, AND CORE VALUES

As set forth in the Statutes the educational philosophy, mission and core values of Living University are:

### EDUCATIONAL PHILOSOPHY

**2.1.2** We believe that the mission of Living University, as a church-related liberal arts institution, sponsored by the Living Church of God, is that of a teaching institution concerned with facilitating the development of the whole person for Christian leadership and service. To this end,

**2.1.2.1** We hold that it is the primary purpose of the University to provide programs of formal instruction, research, public service, and other learning opportunities, with sufficient diversity to be relevant to the changing needs of the individual, the Church, and society; and

**2.1.2.2** We hold that the University, as it endeavors to realize excellence in instruction and other learning opportunities, should seek to provide meritorious programs of research and public service adequate to support this underlying purpose.

**2.1.3** We also believe that fundamental to the accomplishment of its mission the University must foster a profound dedication to the search for and dissemination of truth. To this end,

**2.1.3.1** We hold that the University should cultivate a learning environment that stimulates and fosters intellectual curiosity, supplies the tools to transform information into knowledge and understanding, arouses the social and moral conscience of its students, and cultivates in them a willingness to respond to the global needs of mankind;

**2.1.3.2** We hold that faculty members, staff, students, administrators, and regents should be committed to and supported in their pursuit of knowledge, evidence, and truth;

**2.1.3.3** We hold that the University, like numerous other church-related institutions of higher learning, should consider and forthrightly teach that the Bible presents the essence of spiritual truth;

**2.1.4** We believe, in harmony with the long-standing practice of church-related institutions of higher learning, that the University should carry on its educational work in terms of our belief in the validity of the biblical message; and

**2.1.5** We believe that these principles impose a special trust upon the faculty, individually and collectively, as educational officers of the University.

**2.1.6** We further believe that Living University, as it endeavors to fulfill its underlying mission of instruction with efficiency and accountability, should seek to achieve the following ends:

**2.1.6.1** To pursue excellence in instruction and other learning opportunities in an environment of scholarship, innovation, culture, academic freedom, and devotion to true values;

**2.1.6.2** To enhance the individual development of character, personality, and true values by fostering and maintaining an academic community emphasizing moral, social, ethical, cultural, and spiritual standards;

## STRATEGIC LONG-RANGE PLAN 2011-2016

**2.1.6.3** To provide undergraduate curricula in the arts and sciences, selected technical disciplines, and theology as the University has competency and resources;

**2.1.6.4** To make available academic advisement and counseling that will aid individuals, according to their personal needs and motivation, in identifying and achieving their educational goals;

**2.1.6.5** To extend equal educational and related opportunities to a diversity of qualified individuals, regardless of race, sex or ethnic background, from local, national, and international communities; and

**2.1.6.6** To provide ministerial education for those called for service as ordained or full-time ministers of the Living Church of God and relevant learning opportunities for all called to be spiritual pillars in the Church and community.

### MISSION AND SCOPE

The purpose of Living University is to provide programs of formal instruction and other learning opportunities, as well as meritorious programs of research and public service adequate to support an underlying mission of instruction, of sufficient diversity to be relevant to the changing needs of the individual, the Church, and society.

Living University seeks to provide primary and support programs which effectively and efficiently fulfill and promote the fulfillment of its mission and scope.

---

#### 2.2.1 PRIMARY PROGRAMS

Specific objectives for institutional primary programs are:

1. The University shall provide instruction in undergraduate curricula in the liberal arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources;
2. The University shall extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners;
3. The University shall encourage those forms of research which promote the University's commitment to excellence in instruction and which support the current needs of the students and faculty; and
4. The University shall engage in public service activities that makes accessible its resources and capabilities for the specific purpose of meeting the needs of the Church as well as responding to a local need or assisting in resolving a local challenge in a manner consistent with the mission and purpose of the institution and furthering the growth and development of its students.

---

#### 2.2.2 SUPPORT PROGRAMS

Specific objectives for institutional support programs are:

1. The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs;

2. The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum;
3. The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community;
4. The University shall provide institutional support through executive management, fiscal operations, institutional research, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission;
5. The University shall provide a physical plant operations program related to maintaining existing grounds and facilities, providing for utility services, and planning and designing future plant expansion and modification;
6. The University shall provide funds for scholarships and grants-in-aid without discrimination to those students who demonstrate need, scholastic achievement, or meritorious achievement; and
7. The University shall provide auxiliary enterprises as needed.

---

### 2.2.3 BASIS OF PLANNING AND ASSESSMENT

As part of the planning process, the aforementioned primary and support program objectives shall be further delineated and set forth in operational terms in the Strategic Long-Range Plan. This shall occur annually. To set forth these objectives in operational terms means that:

1. For each primary and support program objective a set of statements, with suitable comprehensiveness and depth, shall be developed to furnish further meaning related to the accomplishment of that objective.
2. Statements shall be developed for each objective with such detail and specificity that persons reading the statements will interpret them the same way.
3. Statements shall be expressed in a way that they can be assessed and evaluated quantitatively and qualitatively.

### CORE VALUES

The motto of the University shall be "Recapture True Values." University core values shall be Leadership, Service, Commitment, Integrity, Excellence, Culture, and Creativity.

### III. OPERATIONAL OBJECTIVES

Specific objectives for these primary programs are set forth below. Following each objective a set of statements set forth the objective in operational terms as required by *Statute §2.2.3*.

#### PRIMARY PROGRAM OBJECTIVES

##### INSTRUCTION

*The University shall provide instruction in undergraduate curricula in the liberal arts and sciences, selected business and professional disciplines, and theology within the capacity of the institution's resources (Statutes §2.2.1).*

Specifically, this means in operational terms that the University shall be:

- Committed to instructional programs in the liberal arts, sciences, and business and professional disciplines structured to promote intellectual development and lay a foundation for further learning, as will be accomplished through maintaining majors in, but not limited to, theology, with each structured on a core of general education requirements.
- Committed to the pursuit of excellence in instruction and other learning opportunities in an environment of scholarship, innovation, culture, and academic freedom by maintaining high standards for faculty and assessing their effectiveness and student learning through departmental evaluation and student inventory reports.
- Intent upon educating students with sufficient understanding of the purpose and meaning of human existence from a biblical point of view to help them establish responsible personal values based on the Judeo-Christian ethic by requiring a minimum of eighteen semester credit hours of core theology classes for all students. Students shall be taught how to live by the University's offering moral and ethical instruction, based upon biblical principles, throughout all disciplines.
- Aiding students in developing the ability to communicate clearly, logically, and effectively through written and oral expression and to think critically and constructively.

*The University shall extend opportunity for course work in a distance learning format to the growing worldwide population of nontraditional learners;*

Specifically, this means in operational terms that the University shall be:

- Committed to providing an on-line instructional delivery system in a manner consistent with sound educational practices.
- Intent on the on-line delivery of institutional curricula throughout North Carolina, the nation, and the globe.

- Providing instruction for learners through comprehensive course materials, individualized instructor comments, computer-assisted instruction, and online courses.
- Extending distance education curricula in Spanish and other languages to support learners associated with the Living Church of God (International).

---

## RESEARCH

*The University shall encourage those forms of research which promote the University's commitment to excellence in instruction and which support the current needs of the students and faculty (Statutes §2.2.1.2).*

Specifically, this means in operational terms that the University shall be:

- Committed to faculty research and related publication through appropriate financial and material support of individual and project research consistent with the mission and purpose of the institution and supportive of the growth and development of faculty members.
- Prepared to encourage appropriate applied research to promote service and leadership in Church, family, and community responsibilities.
- Supportive of research activities to be conducted at the institution within the framework of an explicit research structure.
- Involved in research projects directed by other institutions as financially feasible and related to the mission of the University and to the growth and development of faculty members and students where practical experience would benefit their educational experience.

---

## PUBLIC SERVICE

*The University shall engage in public service activities that makes accessible its resources and capabilities for the specific purpose of meeting the needs of the Church as well as responding to a local need or assisting in resolving a local challenge in a manner consistent with the mission and purpose of the institution and furthering the growth and development of its students (Statutes §2.2.1.3).*

Specifically, this means in operational terms that the University shall be:

- Providing opportunities for public service by students through organized programs, designed to assist in local, national, and international communities for students that advance student development, foster acquisition of leadership skills, and promote their commitment to community and church responsibilities.
- Committed to serving the Church, local community, and national and international humanitarian projects through providing cultural and educational programs as instituted at the discretion of the administration.
- Prepared to aid the Church where the unique resources, services, and expertise of University personnel may be of effective service such as through the development of

## STRATEGIC LONG-RANGE PLAN 2011-2016

musical scores and lyrics, articles and items for publication in church publications, continuing education programs, seminars, and youth camps.

- Committed to providing sufficient opportunities of service so that students may learn to serve by participating in at least one area of public service for a minimum of one semester or summer during their university careers.

### SUPPORT PROGRAM OBJECTIVES

The further purpose of the University is to provide support programs which effectively and efficiently fulfill and promote the primary programs of the University. Specific objectives for these support programs are set forth below. Following each objective a set of statements set forth the objective in operational terms as required by *Statutes §2.2.2*.

#### ACADEMIC SUPPORT

*The University shall provide academic support through academic computing services, media services, graphics services, and ancillary services to assist faculty and students in instruction, research, and public service programs (Statutes §2.2.2).*

Specifically, this means in operational terms that the University shall be:

- Supporting instruction, research, and public service through graphic, media, and computer services. To this end the University shall provide knowledgeable personnel, sufficient space, and appropriate hardware and software to meet reasonable faculty expectations.
- Engaged in providing news and information through various campus media as a vehicle of communication.
- Supporting activities related to the professional development of academic personnel including those that provide the faculty with opportunities for personal and professional growth and development, as well as those activities intended to evaluate and reward the professional performance of the faculty by provision of a faculty development program and a faculty-recognition program.
- Structured to provide essential formal planning and development activities established either to improve or to add to the University's curriculum by providing for a dean of academic affairs with responsibility to direct the development, improvement, and evaluation of the curriculum including the coordination of all long-range and short-term academic planning and assessment.

#### LIBRARY SERVICES

*The University shall provide library services to help meet the information needs of its students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum (Statutes §2.2.2).*

Living University Library mission is to operate an academic library to provide library services to help meet the information needs of students, faculty and staff by acquiring and providing access to materials in appropriate formats and in sufficient quantity, depth, and diversity to support teaching, learning and basic research in the subject areas of the curriculum. Specifically, this means in operational terms that the University Library shall be:

- Providing the facilities, services, and support enabling student, faculty, and student access to adequate library collections as well as to other learning/information resources consistent with its educational, research, and public service endeavors;
- Serving the Living Church of God by preserving its textual tradition both in print and in electronic forms, for the current educational needs of faculty and students, and for the future;
- Addressing the library support needs of the Living Church of God international headquarters staff; and
- Maintaining a professional and/or paraprofessional staff sufficient to render point-of use assistance, bibliographic instruction, and personal reference services.
- Supporting curricula and the disciplines in which a major is offered with sufficient library materials according to accepted standards of the Association of College and Research Libraries.
- Providing its patrons with a contemporary theology reference collection and services.

---

## STUDENT SERVICES

*The University shall provide student development services to enhance individual development of true values in character, personality, and leadership by fostering and emphasizing moral, social, ethical, cultural, and spiritual standards within the academic community (Statutes §2.2.2).*

Specifically, this means in operational terms that the University shall be:

- Providing curricular and co-curricular activities which foster the development of a well-rounded and balanced personality committed to leadership development.
- Dedicated to educating the whole person through work responsibilities, social functions, service activities, intramural sports and intercollegiate athletics.
- Intent upon providing leadership opportunities through student government, student employment, and co-curricular activities such that students may serve in at least one student leadership position for a minimum of one semester or summer during their university careers.
- Structured to extend teaching beyond the classroom to daily interaction with faculty, staff, and administration. Therefore, faculty involvement in student life is to be encouraged through attendance and participation in social functions, service activities, and other activities.
- Prepared to encourage and positively direct student goal achievement through career and personal counseling. To this end, instruments to assess interest, aptitudes, and personality will be made available to all students.

## STRATEGIC LONG-RANGE PLAN 2011-2016

- Intent upon valuing each student as a unique individual. Private counseling will be made available to all students as time and personnel permit. To this end, faculty and clerical staff will handle records in an ethical and confidential manner.
- Committed to maintaining the high standards of the institution. The core values of the University will be communicated through a published code of conduct and student handbook.
- Structured to provide a student financial aid program administered through a department equipped to maintain operational procedures for application, selection without discrimination, disbursement consistent with the institution's mission and goals and in compliance with all federal, state, and local laws, as applicable and not therefrom exempted, and donor restrictions. Furthermore, the University will be committed to insure the selection of those candidates who most closely meet the requirements of need, scholastic excellence, and achievement by the use of need analysis and achievement documentation. Funds provided and disbursed for financial aid will be audited during the annual audit by an independent certified public accounting firm.

---

### INSTITUTIONAL SUPPORT

The University shall provide institutional support through executive management, fiscal operations, institutional research, administrative computer support, institutional advancement, and other services which coordinate to effectively promote and fulfill its mission (*Statutes 2.2.2*).

Specifically, this means in operational terms that the University shall be:

- Structured so that the administrative organization reflects the philosophy and purpose of the institution. To this end, the broad principles and policies for institutional operations in the form of formal Statutes shall be developed by the Board of Regents according to the Articles and Bylaws. Administration and implementation of the Statutes shall be carried out by officers, faculty, and staff members in accordance with published statements and organizational charts.
- Committed to strategic planning which incorporates institutional research into departmental and administrative planning processes by developing five-year integrated educational, facilities, and financial long-range plans and their assimilation into the strategic long-range plan for the institution.
- Prepared to support institutional research to accurately assess and develop primary and support programs to meet current needs, through surveys and interviews of faculty, students, alumni, and others to determine institutional effectiveness.
- Dedicated to controlling and allocating institutional financial resources in the most effective manner by maintaining written guidelines for management of investments and by developing detailed annual budgets that are approved by the Board of Regents and reported monthly to departments or other organizational units.
- Prepared to provide timely and accurate information through an accounting system that follows generally accepted accounting principles according to the National Association of

College and University Business Officers (NACUBO) and that is audited annually by an independent certified public accounting firm.

- Intent upon maintaining effective relations among the community, alumni, and constituency by maintaining a university relations and institutional advancement program.

---

#### PHYSICAL PLANT OPERATIONS

*The University shall provide a physical plant operations program related to maintaining existing grounds and facilities, providing for utility services, and planning and designing future plant expansion and modification (Statutes 2.2.2).*

Specifically, this means in operational terms that the University shall be:

- Committed to providing an aesthetic and functional environment for an effective educational program adequate to serve institutional needs in relation to its stated purpose, programs, and activities.
- Prepared to provide a healthful, safe and secure.
- Intent, as it develops physical facilities, upon providing the facilities, planning and design for facilities development within budgetary parameters by developing an annual, written long-range facilities master plan that is coordinated with the University's Strategic Long-Range Plan.

---

#### SCHOLARSHIPS AND FELLOWSHIPS

*The University shall provide funds for scholarships and grants-in-aid without discrimination to those students who demonstrate need, scholastic achievement, or meritorious achievement (Statutes § 2.2.2).*

Specifically, this means in operational terms that the University shall be:

- Prepared to disburse various restricted or unrestricted current scholarship funds to qualifying students through a financial aid services department for grants-in-aid.
- Structured so that the disbursement of scholarship funds complies with all federal, state, and local laws, as applicable and not therefrom exempted, and that all donor restrictions are observed. Furthermore, recipients of monies under this category are not expected to provide services in exchange for such scholarship funds, nor are they expected to repay any portion of it.

---

#### AUXILIARY ENTERPRISES

*The University shall provide auxiliary enterprises as needed (Statutes 2.2.2).*

Specifically, this means in operational terms that the University shall be:

- Providing services at a reasonable fee that benefit the students, faculty, and staff in a manner that relates directly to the mission, goals, and objectives of the institution.

## STRATEGIC LONG-RANGE PLAN 2011-2016

- Prepared to provide housing for students, when it develops a traditional on-site academic program, which meets student needs, supports the academic process, and fosters personal development under the governance of the University's written rules, regulations, and procedures.
- Prepared to provide food services, when it develops a traditional on-site academic program, that reflect the philosophy of the institution by offering quality, variety, timely service and cleanliness for regular meals as well as for special banquets, functions, and faculty dining.
- Providing a campus bookstore that makes available all required textbooks, supplies, and other items for the student body and others in the campus community.

#### IV. INSTITUTIONAL ASSESSMENT PLAN

As set forth in the preceding sections of this plan, Living University seeks to provide primary and support programs which effectively and efficiently fulfill and promote the fulfillment of its mission and scope. Assessment processes are integral to accomplishing this end. The institutional assessment plan is organized around four components as follows:

1. Institutional Effectiveness Indicators
2. Degree Program and General Education Effectiveness Indicators
3. Academic, Student, and Related Educational Support Units
4. Administrative and Other Institutional Support Units

#### INSTITUTIONAL EFFECTIVENESS

The University defines institutional effectiveness as achieving the University mission and scope including specific primary and secondary program objectives and their delineation into specific operational objectives. As such, all unit assessment are to be tied directly to at least one of the University's specific operational objectives as set forth in this Strategic Long-Range Plan. This strategy will facilitate the use of assessment results to verify the extent to which the institution is fulfilling its mission and scope and is, therefore, an effective institution.

Accordingly, each organizational unit of the University shall annually assess its strategic program goals as set forth in the Strategic Long-Range Plan and implement an appropriate assessment plan. The unit shall annually report the assessment results to the Office of Institutional Research.

#### DEGREE PROGRAM AND GENERAL EDUCATION EFFECTIVENESS INDICATORS

Academic assessment is an integral process of university life involving students, faculty, department chairpersons, and administrators. The focus of the effort is to ascertain student achievement, and to improve student learning, faculty teaching, and academic services. In the area of instruction the Vice President of Academic and Student Affairs shall annually develop and implement a student academic achievement assessment plan for each degree program offered, involving internal and external measures as appropriate, and for general education.

The Vice President of Academic and Student Affairs shall oversee the process, analyze the data and annually report the assessment results to the Office of Institutional Research. The Executive Director of Institutional Research shall summarize reports into an overall institutional report to the President.

Creating a common language about instructional program assessment is essential to academic planning and assessment. Here are definitions of important assessment terms in this specific context:

<i>Term</i>	<i>Definition</i>	<i>Other terms with similar meaning</i>
Assessment	Processes for identifying, collecting, and analyzing data that can be used to help determine learning and achievement.	
Evaluation	Evaluation Processes for reviewing the results of data collection and then determining the value and ranking of those results.	
Mission	A short, memorable statement that expresses the purpose and uniqueness of the	Purpose statement

**STRATEGIC LONG-RANGE PLAN 2011-2016**

	program.	
Outcomes	Statements that describe specifically what students are expected to know, be able to do, and value by the time they graduate.	Objectives, standards, goals, indicators
Curriculum map	A grid or map that lists all of the courses in a program cross-tabulated with the program's learning outcomes, and that indicates in which course each outcome is taught.	Outcomes grid, objectives grid
Measures	An assessment instrument, tool, or activity designed to ascertain levels of student learning achievement.	Measure, tool, instrument
Analysis	Data-driven narrative that indicates program strengths and/or progress made plus logical steps for addressing outcomes partially met or not met.	

**ACADEMIC, STUDENT, AND RELATED EDUCATIONAL SUPPORT UNITS**

This assessment relates to the effectiveness of individual departments and the achievement of their stated Long-Range goals as set forth in Section VI of this Long-Range Strategic Plan. The Vice President of Academic and Student Affairs shall oversee the process, analyze the data and annually report the assessment results to the Office of Institutional Research. The Executive Director of Institutional Research shall summarize reports into an overall institutional report to the President. The following departments or cost centers are to be included in this assessment:

<b>DEPARTMENT OR COST CENTER</b>	<b>NUMER</b>
Arts & Sciences	100
Business & Information Technology	125
Health & Human Ecology	150
Theology	190
Public Service	200
Research	300
Academic Affairs	400
Accreditation & Licensure	410
Instructional Media Services	420
Information Technology Support	450
Library Services	500
Student Affairs	600
Student Life Activities	610
Enrollment Management	650
Financial Aid	660
Commencement Exercises	725

**ADMINISTRATIVE AND OTHER INSTITUTIONAL SUPPORT UNITS**

This assessment relates to the effectiveness of administrative and other institutional support departments or cost centers and the achievement of their stated Long-Range goals as set forth in Section VI of this Long-Range Strategic Plan. The Executive Director of Institutional Research shall oversee the process,

## STRATEGIC LONG-RANGE PLAN 2011-2016

collect and analyze the data, and annually report the assessment results to the President. The following departments are to be included in this assessment:

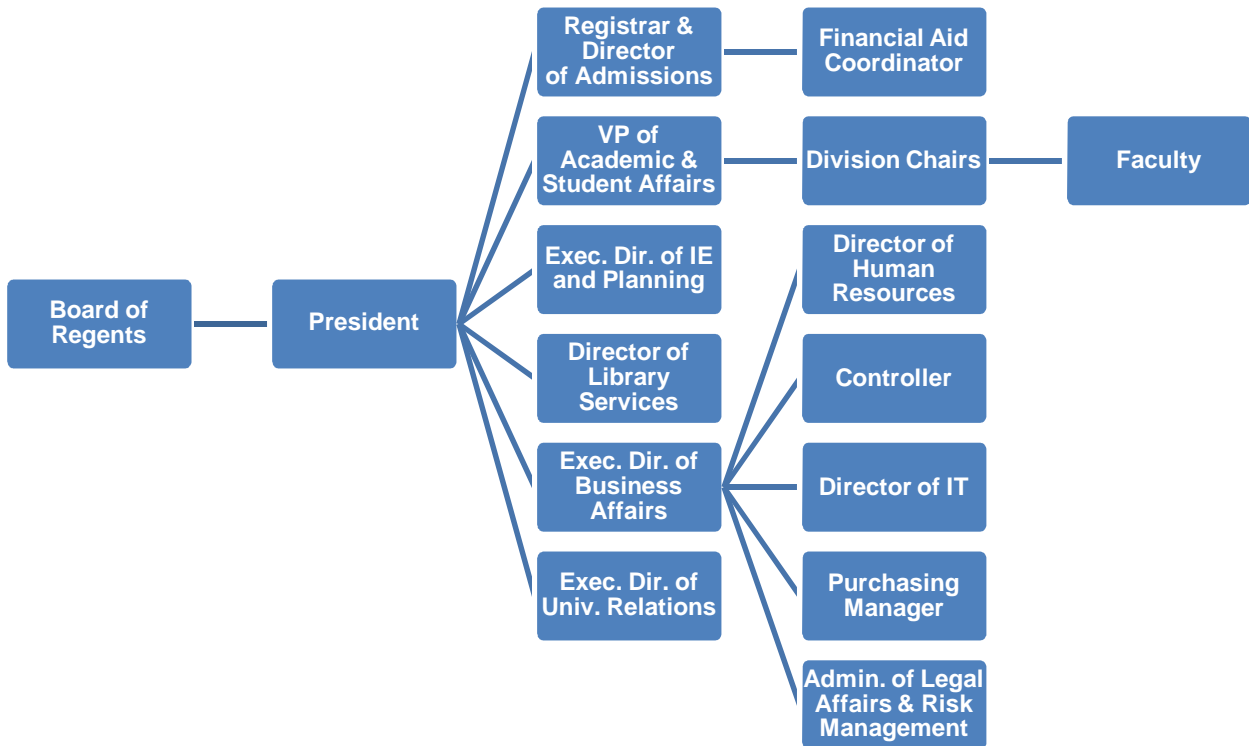
DEPARTMENT OR COST CENTER	NUMER
Institutional Memberships	750
Board of Regents	810
Executive Management	815
Institutional Research & Planning	820
Legal Affairs & Risk Management	825
Institutional Advancement	830
Univ. Relations, Marketing & Information	850
Facilities Management	890
Business Services	900
Controller	910
Human Resources	920
Purchasing Services	930
University Bookstore	950
Equipment	990

V. ORGANIZATION

The academic affairs sector consists of four divisions as follows:

- Arts and Sciences (ANTH, BEHS, BIOL, ENGL, MATH, MUS, SPCM)
- Business and Information Technology (BUS, CIS)
- Health and Human Ecology (FAML,HPRO, NUTR, PE)
- Theology

ORGANIZATION CHART



INCUMBENTS

The names and titles of employees, as shown on the above organization chart, as well as the year in which the position was created and the year the incumbent was appointed are as follows:

Title	Name of Employee	Year Position Created	Year of Current Appointment
President and Chief Executive Officer	Michael P. Germano	2007	2007
Registrar and Director of Admissions	Brenda E. Germano (p.t.)	2008	2007
Vice President of Academic and Student Affairs	Scott D. Winnail	2008	2009
Director of Library Services	[vacant part-time position]		
Executive Director of Business Affairs	[vacant part-time position]		
Executive Director of Institutional Effectiveness & Planning	[vacant part-time position]		
Executive Director of University Relations	[vacant part-time position]		
Financial Aid Coordinator	[vacant part-time position]		
Director of Human Resources	Suzanne Pyle (p.t.)	2007	2007
Controller	D. Jerry Ruddlesden (p.t.)	2007	2007
Administrator of Legal Affairs and Risk Management	F. Thomas Turner II (p.t.)	2007	2007
Director of Information Technology	Joshua Beattie (p.t.)	2007	2008



VI. DEPARTMENT GOAL STATEMENTS

1. INSTRUCTION GOALS (100-190)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
Each semester	Achieve a student retention rate for the semester of at least 85%.	A student retention rate for the semester of at least 85% achieved.
07/01/13	Add full-time <u>theology</u> faculty member to faculty (12 mo. position).	Full-time theology faculty member (12 mo. position) appointed.
07/01/15	Add full-time <u>theology</u> faculty member to faculty (12 mo. position).	Full-time theology faculty member (12 mo. position) appointed.

**STRATEGIC LONG-RANGE PLAN 2011-2016**

**2. PUBLIC SERVICE GOALS (200)**

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

3. RESEARCH GOALS (300)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>4. ACADEMIC AFFAIRS GOALS (400)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
06/30 annually	Support faculty in belonging to at least one professional association.	At least 80% of the faculty members belong to a professional association in their teaching discipline.
6/30 annually	Support faculty in attending at least one relevant professional meeting once every two years.	At least 80% of the faculty members have attended at least one professional meeting every two years.
7/1/11	Implement a faculty evaluation process including a development plan for each FT faculty member.	Faculty evaluation process implemented.
07/31/11	Produce and circulate a DVD introducing students to using Populi.	DVD produced and circulated.
01/01/12	Develop online training program for faculty teaching distance education courses.	Online training program for faculty teaching distance education courses implemented.
08/15/14	Commence offering the Associate of Arts degree program.	Associate of Arts degree program offered.
08/15/15	Implement the first cohort of 18 graduate students in the Adv. Certificate in Ministry program in at least two courses in the fall semester.	A cohort of 18 graduate students in the Adv. Certificate in Ministry program enrolled in at least two courses in the fall semester.

5. ACCREDITATION AND LICENSURE GOALS (410)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
1/15/13	File application for licensure for AA degree program with the University of North Carolina Administration.	Application filed.
11/01/13	NC AA state licensure site visit.	Site visit held.
1/01/14	State authorization to offer Associate of Arts degree.	Receive license authorizing Associate of Arts degree program from state approving agency.
1/15/14	File application for accreditation with the Distance Education and Training Council (DETC).	Application filed.
11/01/14	Accreditation visit by DETC.	Visit held.
06/15/15	Accreditation application considered by DETC and granted.	DETC accreditation granted.
07/1/15	File application for candidacy with SACS.	Application filed.
03/01/16	Candidacy visit by SACS.	Visit held.
6/30/16	Achieve candidacy for regional accreditation with SACS.	Candidacy achieved.

**STRATEGIC LONG-RANGE PLAN 2011-2016**

**6. INSTRUCTIONAL MEDIA SERVICES GOALS (420)**

*Date*

*Objective*

*Criterion*

This section is under development.

7. INFORMATION TECHNOLOGY SUPPORT GOALS (450)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
Every semester	Maintain library software system	System maintained.
Every semester	Maintain Populi college information management system	System maintained.
10/31/12	Acquire and install Nuventive TracDat Assessment System.	Nuventive TracDat Assessment System acquired and installed.
10/30/13	Acquire and install WIDS instructional systems design software.	WIDS software acquired and installed.

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>8. LIBRARY SERVICES GOALS (500)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
07/01/12	Place priority on development the reference collection.	Priority placed on the development of the reference collection.
06/30/12	Achieve an annual minimum ratio of 75 book volumes per student in annualized FTE.	Achieved an annual ratio of 46 volumes per student annualized FTE for each fiscal year through fiscal 15-16.
06/30/14	Place priority on the binding of existing serials.	Priority placed on the binding of existing serials.
06/30/16	Achieve a collection of at least 10,200 book volumes.	Library collection consists of at least 10,200 book volumes.

9. STUDENT AFFAIRS GOALS		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>10. STUDENT LIFE ACTIVITIES GOALS (610)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

11. ENROLLMENT MANAGEMENT GOALS (650)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
08/15/2011	Enroll a minimum of 6-8 students in Charlotte.	A minimum of 6-8 students enrolled in Charlotte.
12/01/2011	Develop and implement a comprehensive enrollment enhancement and marketing plan	Compressive enrollment enhancement and marketing plan completed and implemented.
06/30/2012	Generate at least 53.8 annualized undergraduate FTE for the 2011-2012 fiscal year.	At least 53.8 annualized FTE generated for fiscal 11-12
08/15/2012	Enroll a minimum of 6-8 students in Charlotte.	A minimum of 6-8 students enrolled in Charlotte.
06/30/2013	Generate at least 59.2 annualized undergraduate FTE for the 2012-2013 fiscal year.	At least 59.2 annualized FTE generated for fiscal 12-13
06/30/2013	Maintain a minimum online enrollment increase of 6-9 annualized FTE for each fiscal year 2011-2016.	A minimum online enrollment increase of 6-9 annualized FTE for each fiscal year 2011-2016 achieved.
08/15/2015	Enroll a cohort of 18 graduate students in the Adv. Certificate in Ministry program in at least two courses in the fall semester.	A cohort of 18 graduate students in the Adv. Certificate in Ministry program enrolled in at least two courses in the fall semester.
08/15/2013	Enroll a minimum of 6-8 students in Charlotte.	A minimum of 6-8 students enrolled in Charlotte.
06/30/2014	Generate at least 64.5 annualized undergraduate FTE for the 2013-2014 fiscal year.	At least 64.5 annualized FTE generated for fiscal 13-14
08/15/2014	Enroll a minimum of 6-8 students in Charlotte.	A minimum of 6-8 students enrolled in Charlotte.
06/30/2015	Generate at least 71.7 annualized undergraduate FTE for the 2014-2015 fiscal year.	At least 71.7 annualized FTE generated for fiscal 14-15
08/15/2015	Enroll a minimum of 6-8 students in Charlotte.	A minimum of 6-8 students enrolled in Charlotte.
06/30/2016	Generate at least 80.7 annualized undergraduate FTE for the 2014-2015 fiscal year.	At least 80.7 annualized FTE generated for fiscal 14-15

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>12. FINANCIAL AID GOALS (660)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
01/31/15	Complete all application materials for federal student aid programs.	Application submitted to US government for student financial aid programs.
08/01/15	Institute federal student financial aid program.	Federal financial aid program instituted.

13. COMMENCEMENT EXERCISES GOALS (725)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>14. INSTITUTIONAL MEMBERSHIPS GOALS (750)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

15. BOARD OF REGENTS (810)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>16. EXECUTIVE MANAGEMENT GOALS (815)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
07/01/11	Begin publishing an annual report on the university to all constituencies	Annual report published.
08/01/11	Provide the Board with periodic financial reports in sufficient detail so as to keep the Board apprised of the financial condition of the University.	Financial report made to Board at each regular meeting.
02/01/12	Create a logo for the university.	Logo created and approved for use.

<b>17. INSTITUTIONAL RESEARCH AND PLANNING GOALS (820)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
04/15/11	Prepare Strategic Long-Range Plan 2012-2017 for Board of Regents approval.	Strategic Long-Range Plan 2012-2017 submitted to Board of Regents for approval.
06/30/11	Complete Assessment Report.	SACS Assessment Report completed.
04/15/12	Prepare Strategic Long-Range Plan 2013-2018 for Board of Regents approval.	Strategic Long-Range Plan 2013-2018 submitted to Board of Regents for approval.
06/30/12	Complete Assessment Report.	SACS Assessment Report completed.
04/15/13	Prepare Strategic Long-Range Plan 2014-2019 for Board of Regents approval.	Strategic Long-Range Plan 2014-2019 submitted to Board of Regents for approval.
06/30/13	Complete Assessment Report.	SACS Assessment Report completed.
04/15/14	Prepare Strategic Long-Range Plan 2015-2020 for Board of Regents approval.	Strategic Long-Range Plan 2015-2020 submitted to Board of Regents for approval.
06/30/14	Complete Assessment Report.	SACS Assessment Report completed.

18. LEGAL AFFAIRS AND RISK MANAGEMENT (825)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>19. INSTITUTIONAL ADVANCEMENT GOALS (830)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
12/31/2011	2011 Annual Fundraising Campaign Ended.	\$90,000 raised.
02/01/2012	Begin 2012 Annual Fundraising Campaign with goal of \$95,000.	2012 Annual Campaign begun.
12/31/2012	2012 Annual Fundraising Campaign Ended.	\$95,000 raised.
02/01/2013	Begin 2013 Annual Fundraising Campaign with goal of \$100,000.	2013 Annual Campaign begun.
12/31/2013	2013 Annual Fundraising Campaign Ended.	\$100,000 raised.
02/01/2014	Begin 2014 Annual Fundraising Campaign with goal of \$105,000.	2014 Annual Campaign begun.
12/31/2014	2014 Annual Fundraising Campaign Ended.	\$105,000 raised.
02/01/2015	Begin 2015 Annual Fundraising Campaign with goal of \$110,000.	2015 Annual Campaign begun.
06/30/2016	Achieve corporate gift matching goal of \$15,000 for the 2014-2015 fiscal year.	\$10,000 raised through corporate gift matching.
12/31/2015	2015 Annual Fundraising Campaign Ended.	\$110,000 raised.

STRATEGIC LONG-RANGE PLAN 2011-2016

20. UNIVERSITY RELATIONS, MARKETING AND INFORMATION (850)

<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
08/15 (annually)	By October 15 of each year, publish the Spring Schedule of Classes for the following semester in both PDF and hard copy format.	Spring Schedule of Classes published on time.
02/01 (annually)	By April 1 of each year, publish <i>University Catalog</i> for the next academic year in both PDF and hard copy format.	Catalog published on time in print and PDF formats.
04/15 (annually)	By April 15 of each year, publish the Fall Schedule of Classes for the next academic year in both PDF and hard copy format.	Fall Schedule of Classes published on time.
06/30/12	Publish set of four recruitment brochures in hard copy.	Four recruitment brochures published.
06/30/12	Produce and circulate a "This Is Living University" promotional video.	"This Is Living University" promotional video published.

STRATEGIC LONG-RANGE PLAN 2011-2016

21. FACILITIES MANAGEMENT GOALS (890)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

22-25. BUSINESS SERVICES GOALS (900-930)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
01/01/11	Add part-time chief financial officer (12 mo. position).	Part-time chief financial officer (12 mo. position) appointed.
06/30/16	In five years, have a Cash balance equal to or greater than three months of projected institutional expenditures.	Audited final report shows that LU has a Cash balance equal to or greater than three months of institutional expenditures.

**STRATEGIC LONG-RANGE PLAN 2011-2016**

<b>26. UNIVERSITY BOOKSTORE GOALS (950)</b>		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

27. EQUIPMENT GOALS (990)		
<i>Date</i>	<i>Objective</i>	<i>Criterion</i>
	This section is under development.	

VII. LIBRARY SPACE REQUIREMENTS

	Infrastructure Development					Master Plan Projections				
	11-12	12-13	13-14	14-15	15-16	Level 1	Level 2	Level 3	Level 4	Level 5
Library Seating Capacity	8	16	24	32	48	113	225	337.5	450	563
Library Holdings (monographs to achieve 75 volumes per student)	5,000	6,300	7,600	8,900	10,200	18,750	37,500	56,250	75,000	93,750
Required Units of Shelf Space (36 lineal feet per double unit)	32	41	49	57	66	97	195	292	381	466
Stack Space (monographs 7 volumes per linear foot at 85% capacity)	714	900	1086	1271	1457	2 679	5 357	8 036	10 714	13,393
Bound journals (5 volumes per linear foot at 85% capacity)	252	288	324	360	396	700	1,400	2,100	2,500	2,750
Paper documents (20 items per linear foot at 85% capacity)	48	54	60	66	72	125	250	375	500	625
Total stack space in linear feet	1,014	1,242	1,470	1,697	1,925	3,504	7,007	10,511	13,714	16,768
Stack Space (36 sq. ft. per unit with 36" aisles)	1,014	1,242	1,470	1,697	1,925	3,504	7,007	10,511	13,714	16,768
Seating (36 sq. ft. per reader)	288	576	864	1,152	1,728	4,068	8,100	12,150	16,200	20,250
Office Space (staff office and work areas)	260	260	260	260	260	500	1,000	1,500	2,000	2,500
Other areas (e.g., media production, learning labs,	600	700	800	900	1,000	1,260	2,400	3,600	4,800	6,000

STRATEGIC LONG-RANGE PLAN 2011-2016

and listening rooms)										
<b>Total square feet required for support of library functions</b>	2,162	2,778	3,394	4,009	4,913	9,272	18,507	27,761	36,714	45,518

## VIII. CAMPUS MASTER PLAN

Campus master plans are operational documents that reflect functional relationships, environmental issues, vehicular and pedestrian traffic patterns, landscaping, recreational space, architectural character and possibilities for campus expansion. The intent of the LU Campus Master Plan is to create a vision for a campus over the next 25 years that will create a campus legacy and embody academic strategic planning in the physical campus.

Presently the University occupies space in the Living Church of God international headquarters building. About 2,500 sq. ft. are available for the 2010-2011. An additional 3,500 sq. ft. should be available for the university with five years. Projections beyond five years are provided below.

### TARGET STUDENT POPULATION

Currently, a growth target of 125-250 students is under discussion. Although there is no specific plan to grow the institution beyond a full-time 250 undergraduate residential student body, an important role for a master planning effort is to test the capacity of the University to grow beyond this target in the future. The first step in this process is to establish a meaningful square feet per student target. To that end a gross number of 315 square feet per student is used herein.

For the purposes of this test, hypothetical levels of growth have been identified in stages. These are enrollments of approximately 125, 250, 500, 750, 1000, and 1,250. The usefulness of this model is that after the initial foundation phase it establishes a basic 250 student "step" in growth, based on the 1,250 student growth projection under discussion. For each 250 student addition, 78,750 square feet would need to be added. This plan does not include residential space for students.

### STAGES OF CAMPUS DEVELOPMENT

The phasing test resulted in the following stages of development:

#### INFRASTRUCTURE DEVELOPMENT

This infrastructure development phase proposes the acquisition of a facility enabling the University to have a classroom, a computer lab, offices, and library, near the Living Church of God headquarters buildings for 125 students. The proposed venue is a complex of existing office condominiums off Crown Centre Drive. The goal is to provide an uplifting educational environment in support of the university's holistic approach in the education of young adults for Christian life and leadership in the 21<sup>st</sup> century.

#### MASTER PLAN LEVEL I

This expansion phase would begin with the acquisition of suitable property for 2025 occupancy. Completion of a proposed core campus, by acquisition of all the properties in the proposed core campus, would be by 2045.

#### MASTER PLAN LEVEL II

This expansion phase of adding an additional 250 students for 2030 requires new construction within the core campus.

MASTER PLAN LEVELS III-V

Projection of 250-student expansion phases through 2045 foresees acquisition of peripheral property adjacent to the proposed core campus.

PROJECTED NET ASSIGNABLE SQUARE FEET REQUIRED

This chart below does not include the 300 square feet per student required for student housing. The assumption is that students would be responsible for finding their own housing and/or be housed off campus and shuttle services provided.

<i>Time Frame</i>	<i>Student Population</i>	<i>SF per Student</i>	<i>Total SF</i>
Infrastructure Development	125	315	39,375
Level I (by 2025)	250	315	78,750
Level II (by 2030)	500	315	157,500
Level III (by 2035)	750	315	236,250
Level IV (by 2040)	1000	315	315,000
Phase V (by 2045)	1250	315	393,750
<b>Total desired Sq Ft:</b>			<b>393,750</b>

CORE CAMPUS

The proposed core campus site would have to encompass about 12 acres. As LU operations expand there are several properties adjacent to the church's existing site that could provide needed space through the acquisitions process. Having the university campus in close proximity to the church headquarters should facilitate student work study jobs and the communications process.