



2025

*Our mission-driven, student-centered vision  
for the future of Texas Lutheran University*



# 20

# 25



**Texas Lutheran University's Strategic Plan, TLU 2025**, is a comprehensive outline to lead the university forward, serving as a blueprint for our future and defining our shared goals.

## **5 Goals. 25 Initiatives.**

The structure of the plan allows us to focus our energies on significant goals in five areas that are critical to TLU's future:

- 1. *Student-Centered.***  
Strengthen and Expand the Student Experience.
- 2. *Academically Focused.***  
Diversify and Strengthen Academic Programs.
- 3. *Diverse & Inclusive.***  
Embrace and Celebrate a Culture of Diversity, Equity, and Inclusion.
- 4. *Predictable & Stable.***  
Establish a Predictable Business Model that Provides Financial Stability.
- 5. *Collaborative.***  
Create Strong Partnerships and Collaborations.



# A Message from the *President*

I am so pleased to share TLU 2025 with you and let you be part of envisioning, planning, and participating in the future of Texas Lutheran University.

This strategic plan provides a window into the priorities, work, and growth for our future between now and 2025. It is a plan that draws on the long-standing strengths of TLU while also putting forward a bold vision for the years ahead.

The details of this plan reflect ongoing discussions and conversations, within our campus community and beyond, about the best ways for TLU to serve our students well, honor our faith and our diversity, and ensure our longevity. Though initial discussions towards the creation of this plan began in fall 2019, the majority of work and development has been done during the time of a global pandemic. That's an important piece of context, though you will be able to see all the ways we are focusing beyond our immediate situation and considering carefully how we best fulfill our mission, no matter what external challenges confront us.

A powerful mission provides the foundation for this plan and for all that will flow from it. Starting with the words "as a community of faith and learning," this mission addresses the diverse students we serve, the combined emphasis on liberal arts and professional programs we honor, and the priority we place on academic excellence, servant leadership, and career development. The fulfillment of the 25 initiatives in this strategic plan will allow us to live more deeply into that mission, bringing to life all of the potential and promise of Texas Lutheran University.

That potential and promise are enhanced by your commitment and belief in TLU. I hope you enjoy looking forward with us as we remain grounded in the values of education, community, and faith that have brought us to this opportunity.

*Debbie Cottrell*



**Dr. Debbie Cottrell**  
President

# At a Glance



APPROXIMATELY

**1,400**  
Students

OVER HALF OF  
STUDENTS ARE

**1<sup>st</sup>**  
GEN-  
ERATION

**18**  
MEN'S &  
WOMEN'S  
**DIII**  
athletic  
TEAMS

**> 95%**

of students  
RECEIVE  
scholarships  
and grants

**27** MAJORS,  
**37** MINORS,  
& **64**  
SPECIALIZATIONS

**19**

Average  
class size

HISPANIC-  
SERVING  
INSTITUTION

with a Latinx  
student  
population of

**> 40%**

## More Facts.

- **Five graduate programs** in Accountancy, Athletic Training, Data Analytics, Education, and Nursing
- **Accelerated Bachelor of Science in Nursing** program at New Braunfels campus
- **Pre-professional programs** in dentistry, law, ministry, medicine,

nursing, occupational therapy, optometry, pharmacy, physical therapy, physician assistant, and veterinary science

- **Nearly one-fourth** of students participate in music or dramatic media (theatre)
- **Academic scholarships** ranging from \$12,000 to \$22,000 per year for four years

- **No. 1 "Best Value"** on the 2022 U.S. News & World Report College Rankings. Also recognized as a Top 5 "Best College" overall in the West and Top 20 regional college for Social Mobility
- **Great College to Work For** by The Chronicle of Higher Education every year for the past 10 years

# Mission, Vision, & Core Values

TLU 2025 honors our mission and core values, builds on our strengths, and focuses our energies and resources on the most pressing issues that we are uniquely positioned to address.

## Our Mission.

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.

**14:1**  
STUDENT-TO-FACULTY  
**RATIO**

**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 Vision.



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.

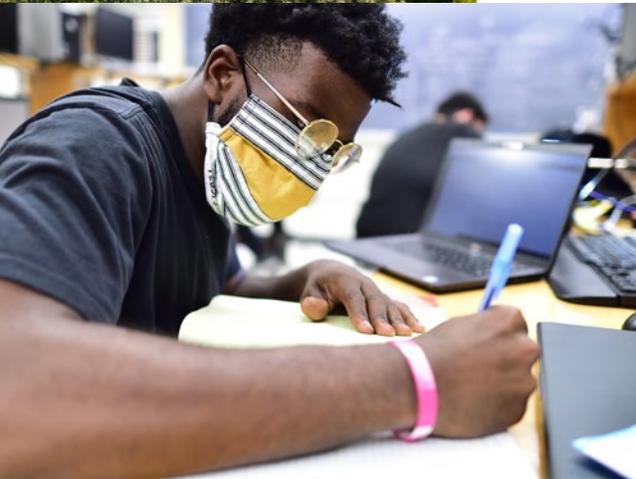


The logo for TLU 2025 features a circular emblem with a stylized flame above the letters 'TLU'. Below this, the numbers '20' and '25' are stacked vertically in a large, bold, grey font with a white outline.

TLU  
20  
25

# Our Plan for *the Future*

With our rich and long-standing history of educating local, regional, and state-wide communities, TLU 2025 pushes the boundary on how we innovate and transform our campus over the next several years. Envisioning TLU 2025 requires us to acknowledge the unprecedented world created by the global pandemic and its impact on our future. Within this context, we intentionally began our planning in early 2020 with only the first year outlined, allowing us to focus on the best ways to demonstrate strength and adaptability, while building a bridge for our future. Since then, we have updated and added initiatives for the next four years, with an emphasis on bold leadership and planning designed to transform our institution by 2025. Our five goals remain the same and serve as the foundation of TLU 2025 as we continue to connect, learn, expand, and grow across the years of this plan.



# Student-Centered

## GOAL 1

### Strengthen and Expand the Student Experience



#### Initiatives that Support Goal 1:

**1.a**

Establish and meet goals for student retention and graduation rates, being attentive to those especially at higher risk of leaving, including our large population of first-generation students.

**1.b**

Develop a comprehensive approach to career services that links post-graduate opportunities to our curriculum and our alumni, and focuses on lifetime services for TLU students.

**1.c**

Establish comprehensive health and wellness support in student health services that addresses physical and mental health.

**1.d**

Continue fundraising for Student Athletic Center to improve conditioning area for athletes and provide dedicated fitness space for all other students.

**1.e**

Add one women's sport within the Southern Collegiate Athletic Conference to enhance student experience, equity, and revenue.

**1.f**

Complete needed upgrades related to campus services and amenities, including appropriate investments in residence halls to enhance and improve conditions in these living spaces.

**1.g**

Create a Parent Advisory Council that supports academic excellence by assisting students and their parents in understanding the TLU community.

# Academically Focused

## GOAL 2

### Diversify and Strengthen Academic Programs

#### Initiatives that Support Goal 2:

**2.a**

Identify and make necessary technological investments needed for the next four years, with particular attention to ubiquitous wireless and cyber security.

**2.b**

Expand the Direct Entry Master of Science in Nursing (DEMSN) program from New Braunfels to additional locations.

**2.c**

Create and continue the implementation of a systematic and data-driven review of academic programs to determine appropriate adjustments and development of new programs, resulting in a strong academic portfolio that informs marketing and other resource decisions.

**2.d**

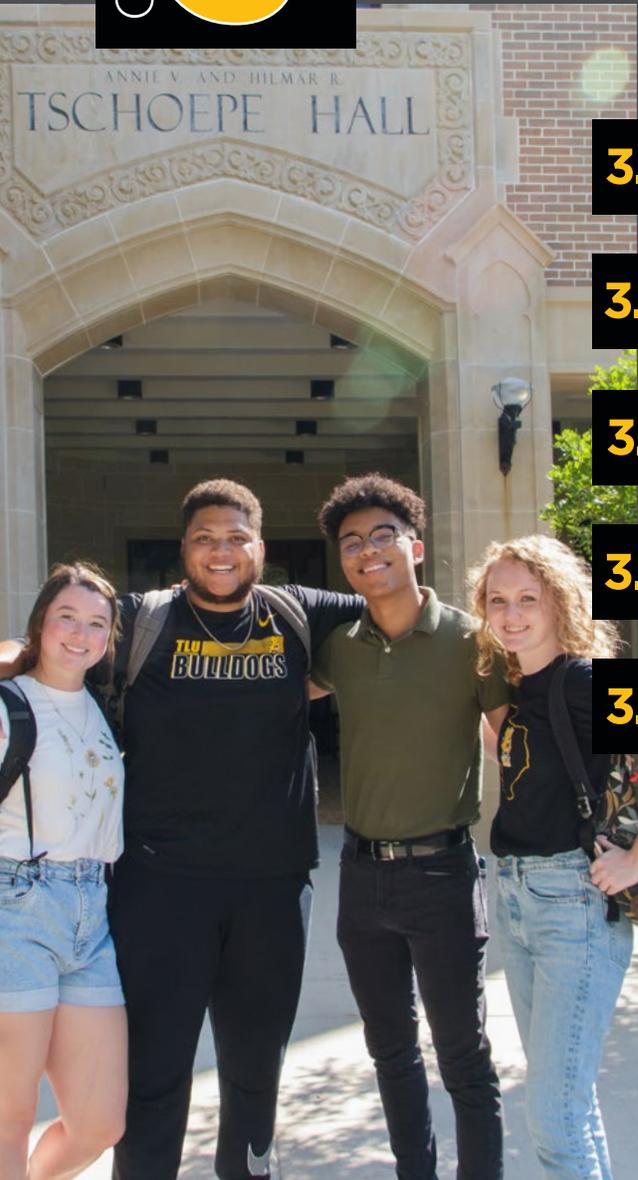
Ensure that the Blumberg Memorial Library functions as a vibrant digital library and learning commons to enhance connection, engagement, and accessibility.



# Diverse & Inclusive

## GOAL 3

### Embrace and Celebrate a Culture of Diversity, Equity, and Inclusion



#### Initiatives that Support Goal 3:

**3.a**

Develop faculty and staff hiring and mentoring practices to prioritize diversity, equity, and inclusion.

**3.b**

Develop a centralized compliance and complaint process for all diversity, equity, and inclusion issues.

**3.c**

Prioritize equity and improvements in compensation and benefits for all employees.

**3.d**

Develop programs that are attentive to the social and economic mobility of our students.

**3.e**

Develop a Faculty Fellows Program that fosters academic connections and leadership to institutional DEI priorities.

# Predictable & Stable

## GOAL 4

### Establish a Predictable Business Model that Provides Financial Stability

#### Initiatives that Support Goal 4:

4.a

Establish and meet net tuition revenue and enrollment growth goals for the next four years.

4.b

Implement recommendations of Revenue Growth Task Force by investing in new programs and services, with appropriate marketing resources to create revenue generation.

4.c

Launch a comprehensive campaign that heightens giving across all areas and moves the STEM facility project through pre-campaign work toward completion.

4.d

Maintain a robust grant program that supports organizational funding priorities each year to enhance our financial foundation and provide new opportunities for faculty and staff.

4.e

Continue to expand understanding of TLU's budget picture with all faculty and staff, utilizing the Budget Advisory Committee, Benefits and Retirement Advisory Committee, Faculty Association, and TLU Staff Association as part of this effort.

4.f

Create an Institutional Research and Effectiveness structure that provides robust data analysis for strategic financial, academic, and other priority decisions.



# Collaborative

## GOAL 5

### Create Strong Partnerships and Collaborations

#### Initiatives that Support Goal 5:

**5.a**

Enhance work with local entities, including Guadalupe Regional Medical Center, chambers of commerce, Seguin Economic Development Corporation, and other local businesses, educational institutions, advocacy groups, and industries, to increase partnerships and programs that benefit TLU and the local community.

**5.b**

Expand Business Partners Program through more collaboration with the Seguin and surrounding communities to create academic learning opportunities, internships, and funding opportunities.

**5.c**

Establish leadership of new campus pastor to strengthen church relations efforts and advance faith initiatives and spiritual development in collaboration with Campus Ministries, Center for Servant Leadership, theological studies, and TLU's student interfaith group.





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