

TO: Pacific Adventist University Scholars, Course BD503.3, “Strategy, Operational Planning and Project Management,” 4-8 August 2014 “Strategic Planning Segment”, Postgraduate Diploma in Leadership and Development (PGDipLD) & Master in Leadership and Development Degree Program (MLD).

FROM: Lawrence G. Downing, D.Min. & Bob Krone, Ph.D., Instructors
SUBJECT: Introduction to Strategic Planning Segment, August 4 – 8, 2014

STRATEGIC PLAN FOR THE FUTURE OF LA SIERRA UNIVERSITY 1994

What follows is La Sierra University’s first Strategic Planning document. Dr. Bob Krone was fully involved in this project that has served as the guide to the School of Business since it was adopted. We share this document with you scholars at the Pacific Adventist University as a contemporary example of Strategic Planning in the Adventist world.

Dr. Krone was welcomed to the faculty at LSU due in part to his long experience in teaching Strategic Planning and his numerous publications relating to Strategic Planning while on faculty at the University of Southern California, 1975 to 1992. He was invited to be the consultant to the LSU Strategic Planning Committee that functioned through 1993 and 1994. What follows is the listing of the titles of the sections of the final plan which was submitted to the LSU Executive Board of Directors in 1994 for their approval. In January of 1995, the Board adopted the plan. The Strategic Plan sets forth eighteen Strategic Goals that the Committee designed. Not included in this summary outline are the detailed prescriptions for each of those goals.

CONTEXT AND MISSION

I. A VISION FOR LSU’S FUTURE

STRATEGIC GOALS NUMBER 1

Foster a climate that ensures La Sierra University’s continuation as an enthusiastically Christian and Seventh-day Adventist institution within the pluralistic system of higher education.

II. UNIVERSITY LIFE

STRATEGIC GOALS NUMBER 2

Foster a climate that enhances the quality of intellectual life within the University community and promotes participation in the world-wide academic enterprise.

STRATEGIC GOALS NUMBER 3

Foster a climate that enhances the quality of student life and promotes a “spirit of place” within the University community.

III. ACADEMIC QUALITY

STRATEGIC GOALS NUMBER 4

Strengthen and enhance the quality of the educational experience of the University’s undergraduates.

STRATEGIC GOALS NUMBER 5

Strengthen and enhance the quality of the University’s post-baccalaureate programs.

STRATEGIC GOALS NUMBER 6

Promote targeted areas of excellence among the University’s educational programs and reallocate resources accordingly.

STRATEGIC GOALS NUMBER 7

Promote the recruitment, selection, and maintenance of a quality faculty.

STRATEGIC GOALS NUMBER 8

Promote the scholarly activities of the University community by facilitating opportunities for innovate research and creative activities.

IV. PUBLIC SERVICE

STRATEGIC GOALS NUMBER 9

Encourage the University community in general to instill in our students the values essential to personal and community life.

STRATEGIC GOALS NUMBER 10

Enhance the University’s service to the Seventh-day Adventist church and the surrounding community, state, and Pacific Rim countries..

V. FACILITATING STRATEGIES

STRATEGIC GOALS NUMBER 11

Ensure the financial stability and growth of the University by expanding and diversifying the University's revenue sources.

STRATEGIC GOALS NUMBER 12

Cultivate and secure the necessary, long-term, human and financial support from the University's many constituents to accomplish the University's mission and stated priorities.

STRATEGIC GOALS NUMBER 13

Plan and manage the University's growth at every level, insuring that it is consistent with its stated priorities..

STRATEGIC GOALS NUMBER 14

Strengthen administrative and support services critical to the fulfillment of the University's mission and stated priorities.

STRATEGIC GOALS NUMBER 15

Significantly upgrade the University's uses of information technology.

STRATEGIC GOALS NUMBER 16

Implement and strengthen the governance functions of the University.

STRATEGIC GOALS NUMBER 17

Assess and streamline the organizational structure of the University in order to facilitate its ability to fulfill its stated strategic goals.

STRATEGIC GOALS NUMBER 18

Insure that the University's existing physical facilities are adequate, attractive, and functionally efficient, and develop the additional space and facilities needed to fulfill the University's mission and stated goals.

VI. IMPLEMENTING THE PLAN

BOB KRONE & LAWRENCE DOWNING POSTSCRIPT FOR PACIFIC ADVENTIST UNIVERSITY. This LSU outline is a theory for Strategic Planning relevant for your future reference as you participate in the strategic planning for any organization. Notice that all of the eighteen Strategic Goals are prescriptive. They begin with an active verb. The total set of goals cover the totality of La Sierra University as the Committee for its design viewed it in 1994. Notice, also, that the summary description of each goal includes a prescription for

improvement, not ,merely a description. The Plan was then formally approved by the LSU Board of Directors in January 1995.

An appendix for the Plan provided responsibility throughout the University for implementing the strategic goals created for the Plan. Today, in 2014, twenty years have elapsed since this Strategic Plan was implemented. As time has passed and events have transpired, the LSU Plan has been modified to reflect the changing needs. However, the edits are consistent with the original adopted Plan. What is important is that you have before you the theoretical model which will remain valid for your applications.

Lawrence Downing and Bob Krone.