



REACHING BOLDLY: THE STRATEGIC PLAN FOR  
**REGENT UNIVERSITY**



*Give instruction to the wise and they will become wiser still; teach the righteous and they will gain in learning. The fear of the Lord is the beginning of wisdom, and the knowledge of the Holy One is insight.*

*Proverbs 9:9, 10 (NRSV)*

FISCAL YEARS 2010-2015

DRAFT - JUNE 2009



## INTRODUCTION AND OVERVIEW

Building on a well-established foundation, a singular mission and the accomplishments God has blessed us to achieve in our rich history, Regent University enters its fourth decade on a path to improve its academic excellence, increase its global reach and greatly expand enrollment. We believe the goals and objectives presented in this plan will guide the university toward reaching its full potential as a global Christian university.

From its inception, Regent University's focus has been on making an impact on the world. Indeed, the motto of the school, *Christian Leadership to Change the World*, points to our desire to make a difference by transform-ing lives across the globe. To accomplish this vision, Regent has focused on delivering excellent, biblically grounded graduate and undergraduate programs in order to prepare Christian leaders for lives of significant purpose and service. The university's stature as an institution of excellence has increased over the years, and we will now move to an even higher level of academic quality and recognition.

In this first decade of the 21st century, we are beginning to fully understand the nature of globalization and the changes that are occurring in demographics, technology, economics, politics and religion. For Regent, one of the most profound developments in the world is the explosive growth of Christianity in Africa, India, China and Latin America. By one projection, North America will have only 12 percent of the world's Christians by 2025. Demand for outstanding Christian higher education continues to increase, especially in the countries listed above. The university's global focus as a leading center of Christian thought and action opens the door to increase its reach. We will partner with Christian leaders and institutions in other nations to provide training and education that produces servant leaders who are equipped to influence and transform their societies.

In order to meet this demand, and consistent with its desire for greater impact, Regent has established a goal to significantly expand enrollment both for online students as well as residential students who wish to study on campus in Virginia Beach, Va. The university will undertake major development of the campus infrastructure to provide expanded opportunities as directed by the board of trustees.

Recognizing that strategic planning is vital to giving the university both vision and focus, several representatives of the university community and members of the board of trustees have produced a plan that will serve as a roadmap for the future.

The goals and objectives of this plan will be imbedded in the specific plans of each school and nonacademic unit, each of whom will be tasked with developing strategies to achieve the objectives.

This plan will be regularly monitored to measure progress toward the goals. To accomplish this, a set of Key Performance Indicators (KPIs) has been identified. These KPIs are aligned to key areas that represent different perspectives from which success and growth can be measured. This combination of indicators will demonstrate progress toward the strategic goals of this plan and help the university set priorities and make adjustments for the future.



## VISION, MISSION AND VALUES OF REGENT UNIVERSITY

Regent's new vision statement recognizes the university's desire to develop an international reputation for academic excellence, scholarship and action, and significantly expand enrollment and global reach. The mission statement was updated to better reflect the university's emphasis on Christian thought and action while continuing to focus on Christ-centered education in pivotal professions that can have a transforming impact in the world. Our values of Christ-centeredness, excellence, integrity and innovation remain the same.

**Vision:** Our vision is to become the leading global Christian university.

**Mission:** Our mission is to serve as a leading center of Christian thought and action providing an excellent education from a biblical perspective and global context in pivotal professions to equip Christian leaders to change the world.

**Values:** These values are central to Regent and have guided it since its founding:

**Christ-centered.** Regent University has as its focal point the teachings, practices and person of Jesus Christ.

**Excellence.** Regent will be recognized for its excellence in education, scholarship, service and workplace. Christ expects no less than this from us, and our constituents deserve nothing less.

**Integrity.** In all activities Regent will display the highest level of integrity. We will develop bonds based on trust and endeavor to maintain that trust with faculty, staff, students and others who interact with us.

**Innovation.** Regent will continue to promote and reward innovation in order to remain at the forefront of higher education and be prepared to implement change as the world demands it.



## GOALS AND OBJECTIVES TO ACHIEVE THE VISION

**Recognition as a leading global Christian university:** Regent has achieved significant status within Christian higher education. Through improved programs, exceptional faculty and staff, increasing top-tier research and publications, and Christ-centered action across the globe, Regent will develop a global reputation for academic excellence and Christian leadership and action.

**Expand Our Reach:** Over the next six years, we plan to increase both undergraduate and graduate enrollment and build out the campus to accommodate the growing number of undergraduate residential and commuter students. We will also expand partnerships with others around the world to provide opportunities for Christ-centered education.

With this in mind, a number of goals and objectives were proposed. Each was reviewed in the context of the vision, mission and values of the university. The goals include a refined Christian worldview and community; improved academics; increased public service, global competence and, ultimately, impact through Christian leadership. In order to achieve the vision for expanded enrollment and program growth, the university must significantly increase resources. We are also committed to institutional effectiveness, embracing a culture of continuous improvement and stewardship. Only through a unified, God-breathed effort will the university be able to achieve its full potential and accomplish its mission.

On the following pages, the nine goals of the strategic plan are described in detail, along with their corresponding objectives. Each school and nonacademic unit is tasked with developing specific strategies to achieve the objectives and goals.

# REGENT UNIVERSITY GOALS

## **Christian Worldview**

Strengthened Christian Worldview

## **Academics**

Increasing Scholarship and  
Academic and Intellectual Rigor

## **Christian Community**

Exemplary Model of an Effective Christian  
Higher Education Community

## **Mission Impact**

Produce Outstanding, Globally Engaged  
Servant Leaders

## **Public Service**

Become a Global Resource for Christian  
Leadership in Faith, Learning and Action

## **Global Competence**

Increased Global Competence of Faculty,  
Staff and Students

## **Stewardship**

Effective Stewardship of All Resources

## **Enrollment**

Expanded Enrollment

## **Financial Growth**

Significant Financial Resource Growth



### **Goal #1: Christian Worldview - Strengthened Christian Worldview**

A Christ-centered worldview is vital to the current life and long-range future of Regent University, and intentional efforts across all aspects of the university but especially with regard to faculty will be maintained and strengthened.

Objective 1: Regent University will manifest an uncompromising Christian worldview.

Objective 2: Faculty will grow by cultivating their skills in integrating their Christian faith with teaching and advising.

Objective 3: Faculty will integrate applicable biblically based content into curricula.

Objective 4: Students will develop higher levels of spiritual commitment.

# Community

## **Goal #2: Academics - Increasing Scholarship, Academic and Intellectual Rigor**

Regent University's commitment to scholarship and academic rigor is well established in fields such as communication and the arts, education, law, leadership, psychology and counseling, public policy, and theology. Regent will now build on and expand this reputation as the world looks to us to help address the challenges facing the 21st century global community.

Objective 1: Establish a climate of continuous assessment and improvement in all areas.

Objective 2: Improve the academic quality of all programs.

Objective 3: Recruit and retain high-quality students from diverse backgrounds.

Objective 4: Foster collaborative faculty-student research and writing opportunities.

Objective 5: Maintain efficient and committed professional staff and faculty through ongoing professional development programs.

Objective 6: Identify, recruit, develop and retain nationally/regionally recognized teachers and scholars from diverse backgrounds in each school.



## **Goal #3: Christian Community - Exemplary Model of an Effective Christian Higher Education Community**

Regent will be an exemplar for a Christian higher education community.

Objective 1: Promote Christian values and spiritual development in the university community.

Objective 2: Nurture a strong university community that embraces and gives voice to all students, faculty, staff and alumni.

Objective 3: Assist in the development of each member of the university community as a whole person.

## **Goal #4: Mission Impact - Produce Outstanding, Globally Engaged Servant Leaders**

Regent students and graduates will be globally competent individuals who will have as part of their general knowledge and academic specialization a comparative understanding of the world's societies and nations. They will also be able to communicate effectively across cultural and linguistic boundaries and understand how their faith transcends these boundaries. Regent students will understand how geography and culture also shape their worldview. Our students and graduates will embrace a Christ-like attitude to positively impact the global community.

Objective: Produce graduates who integrate Christian faith and their discipline to better serve and influence a global society in their chosen professions.

# Mission

### **Goal #5: Public Service - Become a Global Resource for Christian Leadership in Faith, Learning and Action**

Regent's role in the global community will extend beyond the delivery of excellent education or even the production of Christian leaders to change the world. Regent will become the resource for people who want to integrate leadership with faith, learning and action.

Objective: Serve the public and academic communities through education, research, public affairs, arts events and resources.

### **Goal #6: Global Competence - Increased Global Competence of Faculty, Staff and Students**

The 21st century is correctly identified as one of globalization across virtually all aspects of human existence. It is impossible to think of any human enterprise where a global perspective isn't relevant. Regent's faculty, staff and students will increase their global competence. It is only then that they will be able to serve to the ends of the earth (Acts 1:8).

Objective 1: Identify and implement global content for educational programs.

Objective 2: Improve instructional competence through faculty development programs related to global learning.

Objective 3: Create understanding of and sensitivity to diverse cultures.

Objective 4: Increase study abroad and collaboration opportunities linked to academic programs.

Objective 5: Recruit and retain a culturally and globally diverse faculty and student body.

### **Goal #7: Stewardship - Effective Stewardship of All Resources**

Regent will carefully allocate its financial resources to meet the needs for people and programs. The university will continuously review the effectiveness of every aspect of university operations.

Objective 1: Create and sustain a biblically sound, stable financial model for the university.

Objective 2: Increase institutional efficiency in both academic and nonacademic departments and programs.

Objective 3: Develop and retain an effective 21st-century workforce.





## **Goal #8: Enrollment - Expanded Enrollment**

Regent University will significantly expand enrollment in undergraduate and graduate education programs (both online and on campus). This goal includes expansion of the campus in Virginia Beach to accommodate an undergraduate population of 5,000 students, both residential and commuter.

Objective 1: Increase undergraduate enrollment to 30,000 students. This includes 25,000 students enrolled in online programs and 5,000 students attending programs on campus. Sufficient campus infrastructure will be developed to accommodate 2,500 residential students and 2,500 commuter students.

Objective 2: Increase enrollment in the School of Divinity to 2,000 students. This includes 1,500 students enrolled in online programs and 500 students attending programs on campus.

Objective 3: Increase enrollment in the School of Education to 2,500 students. This includes 1,000 students enrolled in online programs and 1,500 students attending programs on campus.

Objective 4: Increase enrollment in the School of Law to 500 students attending on campus.

Objective 5: Increase enrollment in the Robertson School of Government to 350 students. This includes 130 students enrolled in online programs and 220 students attending programs on campus.

Objective 6: Increase enrollment in the School of Psychology & Counseling to 1,000 students. This includes 350 students enrolled in online programs and 650 students attending programs on campus.

Objective 7: Increase enrollment in the School of Global Leadership & Entrepreneurship to 1,500 students. This includes 1,350 students enrolled in online programs and 150 students attending programs on campus.

Objective 8: Increase enrollment in the School of Communication & the Arts to 1,000 students. This includes 350 students enrolled in online programs and 650 students attending programs on campus.

Objective 9: Establish a Foreign Immersion Program with 3,500 students participating in residential settings.

## **Goal #9: Financial Growth - Significant Financial Resource Growth**

Regent University will secure new and significant resources, enabling the university to add new programs, develop the campus in Virginia Beach and extend its global reach.

Objective 1: Increase the amount of giving, both restricted and unrestricted to build the university's endowment to \$500 million.

Objective 2: Execute a capital campaign to support the expansion of the campus and overall program growth. The goal of the campaign is to raise \$250 million.

Objective 3: Develop the endowments of the individual schools for the purpose of creating endowed Chairs.



## **KEY PERFORMANCE INDICATORS**

Key Performance Indicators (KPIs) provide timely and critical information about the health of the university and its progress toward achieving the goals of the strategic plan. Rarely does one or even a few indicators tell the entire story, and in fact, these indicators must be viewed in context and various combinations to understand the complete picture. This document lists current measures as well as desired outcomes. The desired outcomes become the targets for measuring success. However, as with all planning efforts, these may be adjusted or refined as the plan unfolds and is implemented. The overall presentation is organized in several general areas using the Balanced Scorecard approach. This method, pioneered by Robert Kaplan and David Norton at Harvard University, has proved to be very effective across a wide variety of organizations, both for-profit and not-for-profit. Each of the scorecard indicators presented is linked to one of Regent's strategic goals.

### **University Goals**

1. Christian Worldview - Strengthened Christian Worldview
2. Academics - Increasing Scholarship and Academic and Intellectual Rigor
3. Christian Community - Exemplary Model of and Effective Christian Higher Education Community
4. Mission Impact - Produce Outstanding, Globally Engaged Servant Leaders
5. Public Service - Become a Global Resource for Christian Leadership in Faith, Learning and Action
6. Global Competence - Increased Global Competence of Faculty, Staff and Students
7. Stewardship - Effective Stewardship of All Resources
8. Enrollment - Expanded Enrollment
9. Financial Growth - Significant Financial Resource Growth

Key Performance Indicator	Current SPR 2009	Aspiration Fall 2014	KPI Source	Goal(s) Supported
<b>Christian Worldview</b>				
Undergraduate seniors spirituality development	5.1	5.3	NSSE and Noel-Levitz	1
Regent University Spiritual Index	TBD FY 2010	TBD	RU Academic Affairs	1
Regent faculty spiritual commitment	TBD FY 2010	TBD	RU Academic Affairs	1
<b>Academic Excellence</b>				
SAT 75th percentile (full-time undergraduate)	1,130	1,200	IPEDS	2
Student/Faculty ratio (FTE)	16:1	14:1	RU Academic Affairs	2, 3
% of full-time faculty with terminal degrees	TBD FY 2010	80%	<i>U.S. News &amp; World Report</i>	2
Freshman first-to-second-year retention rate	75%	80%	IPEDS	2
Graduation rate (full-time undergraduates) 4 year	TBD 1st full class	55%	IPEDS	4
Regent University Global Competency Index	TBD FY 2010 (QEP)	TBD	RU Academic Affairs	6
Scholarship productivity <sup>1</sup>	TBD FY 2010	TBD	RU Academic Affairs	2, 5
Scholarship impact <sup>2</sup>	TBD FY 2010	TBD	RU Academic Affairs	2, 5, 6
<b>Growth and Resources</b>				
Total fall semester headcount	4,200	38,850	IPEDS	8
Undergraduate program headcount	1,508	30,000 <sup>3</sup>	IPEDS	8
Full-time equivalency (FTE)	3,500	32,375	IPEDS	8
Composite Financial Index (5-year average)	5.6 (FY 2008)	5.8	RU Business Office	7
Endowment draw (percent of total)	10%	5%	RU Business Office	7
Tuition dependency	50%	45%	RU Business Office	7
Tuition discount rate	20%	18%	RU Business Office	7
Debt burden ratio	6%	4.5%	RU Business Office	7
Unrestricted annual fund	\$540,000	\$900,000	RU Advancement Office	9
Total value of endowment (Corresponding endowment per FTE student)	\$200,000,000 (\$57,000)	\$500,000,000 (\$15,000)	IPEDS IPEDS/NACUBO	9 9
Capital campaign total gifts	Campaign Start	\$250,000,000	RU Advancement Office	9
<b>Constituents and Engagement</b>				
Bond/Credit ratings	A-/Baa1	A/A3	RU Business Office	7
Percent of graduates employed within one year	TBD FY 2010	95%	RU Career Services	4
Employer satisfaction	TBD FY 2010	80%	RU Career Services	4
Would attend again (current undergraduates)	95%	96%	NSSE	4
Would attend again (alumni)	TBD FY 2010	80%	RU Advancement Office	2, 4
Alumni giving participation rate	4%	8%	RU Advancement Office	3, 9
% of budget supporting instruction	65%	70%	RU Business Office	2, 7
<b>Workplace Quality</b>				
Faculty/Staff ratio	1:2.1	1:2.3	IPEDS & RU HR	3, 7
Employee turnover rate	13.8%	13%	RU HR	3, 7
Faculty/Staff job satisfaction	80%	85%	Insight Survey <sup>4</sup>	3, 7
Confidence in senior leadership	61%	75%	Insight Survey <sup>4</sup>	3
Community climate (openness, collegiality)	TBD FY 2010	TBD	RU HR	3
Faculty/Employee compensation ranking	TBD FY 2010	75th percentile	RU Peer Group & AAUP Salary Report	2, 3, 7

1. Presentations, performances, submissions, publications and funding proposals 2. Publication stature, citations, awards/recognition, editorial roles, peer assessments and funding  
3. 25,000 online; 5,000 on campus (2,500 resident) 4. Chronicle of Higher Education



**Strategic Planning Advisory Committee 2007-2009**

This plan was developed under the guidance of the following members of the campus community between fall 2007 and spring 2009:

**Carlos Campo**, Vice President for Academic Affairs

**James Downey**, Executive Director, Office of Institutional Effectiveness

**Randall Pannell**, Associate Vice President for Academic Affairs

**Alfred Rovai**, Professor of Education

**Tracy Stewart**, Vice President for Information Technology and Executive Director, School of Undergraduate Studies

**Bruce Winston**, Dean, School of Global Leadership & Entrepreneurship

**Dean Wooten**, Vice President of Finance

Assistance is acknowledged for Straight Path Management for their facilitation of the strategic planning process and diligent work with all units of the university in crafting their individual plans:

**Matt Breitenberg**, President

**Allyson Sabin**, Senior Associate

**Board of Trustees Strategic Planning Advisory Committee:**

Vernon E. Clark, Thomas J. Knox Jr., Lowell W. Morse, M.G. "Pat" Robertson, Timothy B. Robertson, Jay A. Sekulow

The board as of June 2009 consisted of:

G. Conoly Phillips, Chairman

Wellington Boone

Benjamin S. Carson Sr.

Vernon E. Clark

Chauncey W. Crandall

Robert E. Eldred

Jim L. Funari

Joseph R. Gregory

Roberta P. Hromas

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