



STRATEGIC PLAN

2024 - 2029

Where the
SPIRIT OF THE LORD
is, **THERE IS LIBERTY.**
2 CORINTHIANS 3:17

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LETTER *from the* PRESIDENT



God used Liberty University to change my life, and I owe a lot to my alma mater. As a young lieutenant, I needed to continue my education, but it did not seem possible in my role as a military service member. Enter Liberty's distance learning program, the predecessor of our online programs. Through videotaped lectures and proctored tests, I was able to complete my first graduate degree, which was soon followed by a second graduate degree on campus. Liberty made the impossible possible for me.

I returned to Liberty, now as president, wanting to give back to the university that gave me so much. My purpose in this season is helping others experience the same support and faith-driven environment here that made the impossible possible for me.

Liberty University has always been a trailblazer in offering exceptional education rooted in Christian values. There's something special about Liberty — the student body, the spiritual life, and the palpable sense of God's hand on this mountain. I truly love being part of a place where so many are deeply engaged in pouring themselves into raising the next generation — which has been The Liberty Way all along.

Dr. Jerry Falwell began Liberty University with the goal of cultivating a place where academic excellence and spiritual development were both of utmost importance. The ultimate result would be sending out highly skilled professionals equipped to serve in their chosen fields and called to use their gifts and knowledge to make the world a better place.

How do we *Train Champions for Christ*? We don't teach students what to think; we teach them how to think. We don't just teach students to recognize problems; we teach them to become problem solvers. We want each student, whether studying on campus or online, to leave Liberty as a better person, a more critical thinker, a more valuable employee — a *Champion* ready to achieve milestones rather than just going through the motions.

That's how we do what we do.

And the end result is evidenced by countless Liberty graduates making a difference where God plants them. It's the nurse who meets her patients' needs while also taking a moment to encourage their loved ones. We see it in the successful businessman who gives back to his community. We see it in the pilot who donates his time and skills to deliver supplies to missionaries.

Those who have been around Liberty long enough may think of the Liberty Way in terms of our guidelines and best practices. But that's just our handbook. ***Training Champions for Christ — that's the true Liberty Way.***

As we look at all the phenomenal things God has done for us, we are inspired to continue our mission with renewed vigor and dedication. As we look to the university's future, we will stay true to the original mission. We're not reinventing the wheel — we're evolving with the times. We want to remain relevant without compromising the foundational vision of Liberty. **If it's Christian, it ought to be Christian.**

Today, I am excited to introduce our strategic plan, which is designed to elevate our mission and impact even further.

Our strategic planning process has been a collaborative, bottom-up approach, gathering insights and feedback from our entire community. This process began with surveys, environmental scans, and hours upon hours of data review — all to ensure that our plan reflects our students, faculty, staff, and stakeholders.

While our plan will inevitably spark some changes, we want those changes to enhance, rather than diminish, the experience of our students, faculty, and staff. We want every member of our community to flourish here and find meaning, purpose, and value during their time at Liberty and beyond.

How do we carry out our strategic plan? We simply remain focused on our mission and vision and realize that we must be **guided by GRACE.**

- Graduation and Student Success
- Retention
- Academic Enrollment
- Christian Culture
- Endowment

These five pillars are what our plan's goals and measures are built upon. They are not new ideas, but rather elements that have always been part of Liberty's story.

Now, God, in His providence, has positioned us to take bold steps forward. We are ready to "take the hill" and pursue the mountain of possibilities that lies ahead. By investing our lives in others, we empower them to go and do what God has called them to do.

Thank you for being part of this incredible journey. Together, let us continue to honor God as Liberty University extends its reach as a beacon of hope, faith, and excellence.

Donald E. Costin
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GUIDED BY

GRACE

OUR PLAYBOOK

Our Playbook

As we look back on all God has done on this mountain, we are thankful for those who came before us. We recognize they invested time, work, and their faith to bring Liberty where it is today. But 1 Corinthians 15:10 reminds us that anything we accomplish is because the grace of God is with us.

How do we carry out our strategic plan? We simply remain focused on our mission and vision and realize that we must be **guided by GRACE.**

Graduation and Student Success

Our strategic plan places a strong emphasis on graduation and student success, recognizing that the ultimate measure of our mission is the success of our students and the impact they make on others. By providing access to resources like support services, academic advising, and career planning, we offer our students the tools they need to complete their education and excel in their chosen fields.

Retention

A critical component of our strategic plan, retention reflects our dedication to cultivating an engaging and supportive educational environment. By focusing on initiatives that enhance the student experience, we intend to keep our students engaged and motivated throughout their academic journey. These initiatives focus not only on academic support but also on mental health, spiritual growth, and campus involvement. We don't just want our students to stay at Liberty — we want them to thrive here, growing in their faith and academic pursuits.

Academic Enrollment

Strategically increasing our academic enrollment is a key goal within our plan, as it will allow us to expand our reach and impact. Through targeted recruitment strategies, enhanced scholarship opportunities, and innovative academic offerings, we can grow. Yet we are also committed to exercise discernment with our growth — we never want to grow in a way that diminishes our students' experience.

Christian Culture

Maintaining and strengthening our Christian culture is at the heart of our strategic plan. We are dedicated to fostering an environment where faith is integrated into every aspect of university life. This impacts the way we treat each other, how we lead our teams, and how we serve others. By prioritizing our faith, we can preserve the vibrant Christian culture that sets us apart from other schools.

Endowment

Protecting and building our endowment is crucial to the long-term sustainability and growth of Liberty. Our strategic plan outlines initiatives to increase financial support from alumni, donors, and other stakeholders, ensuring that we have the resources needed to fund scholarships, enhance academic programs, and maintain our state-of-the-art facilities. Securing financial stability is a way we can protect the student experience and preserve the future of Liberty, regardless of economic conditions.

Extending Our Legacy: Our Strategic Plan

At Liberty University our unwavering commitment to *Training Champions for Christ* is the foundation upon which all our efforts are built. This commitment has guided every chapter of Liberty's story so far.

Our founder, Dr. Jerry Falwell, was a man of vision — always seeing into the future and prayerfully preparing for it. In fact, when he shared his vision that the mountain where he had hunted and hiked as a child would one day be the home of a university that would train students to become professionals ready to change the world, others laughed.

Dr. Falwell was not deterred by doubters — instead, he prayed. In the fall of 1971, Lynchburg Baptist College began with 154 students taught by four full-time faculty. In its early years, classes were spread all over town, and students were housed in hotels, hospital rooms, and even Thomas Road members' homes.

But Dr. Falwell continued to pray. The early days of what would become Liberty University were marked by poor accommodations, less-than-ideal classrooms, and a dedicated faculty and staff who missed a paycheck or two but were determined to see the vision come to fruition.

Since those days Liberty has come very far. During the school year, our campus is home to over 15,000 students who live, study, and play in our state-of-the-art buildings, athletic facilities, and recreational areas. What started as a distance learning program transformed into one of the world's first online programs. Today, our online community is comprised of nearly 125,000 students who can choose from over 600 unique programs.

But God isn't finished with Liberty yet.

We honor our founder's determination to see and prepare for a better future by looking into the next five years and deciding how we will continue to navigate the changing landscape of higher education. By clearly defining our priorities and setting measurable goals, our strategic plan will help us stay on track and be clear about where we are headed.

As we think about the future, we know that complacency is not an option. We recognize the need to evolve with the times to stay relevant and impactful in an ever-changing world. This booklet explains how we plan to make Liberty better while staying true to who we are, detailing the initiatives and goals that will drive our growth and success in the years to come.

“AT LIBERTY, WE CANNOT
MERELY ADAPT TO CHANGE —
WE MUST LEAD IT. “

At Liberty, we cannot merely adapt to change — we must lead it.

For our students, our strategic plan translates into an educational environment where academic excellence, spiritual growth, and personal development are seamlessly integrated. Parents can rest assured that their children are receiving an education grounded in Christian values, preparing them to thrive in their careers and communities. Alumni will see their alma mater continue to grow in reputation and impact, making their degrees even more valuable. Donors will have confidence that their contributions are being used strategically to foster growth and innovation, furthering our mission. Faculty and staff will benefit from a supportive and dynamic work environment that encourages professional development and excellence in teaching, research, and service.

Liberty started with a God-given vision. As He continues to grow that vision, there will always be more work to do.





Epic Values: The Heart of the Liberty Way

Liberty University began with a mountain and an epic dream. Our founder had a vision that the world could be filled with professionals who loved God and were the very best at what they'd been called to do.

He envisioned a place where young people could be taught the importance of staying faithful to God, being dedicated to pursuing excellence in their vocations, and authentically demonstrating God's love to those around them. The end product would be *Champions for Christ*.

For the past 50 years we've continued to *Train Champions for Christ*. How we do that has looked different throughout the years, but we've never strayed from our core mission and the values that support it. These core values have been the foundation of who we are and will guide us into the future.

Our **EPIC** values shape how we *Train Champions for Christ*. **This is what we truly mean by The Liberty Way.**

Excellence in every initiative. Excellence is part of our DNA. Dr. Falwell used to say, "If it's Christian, it ought to be better." At Liberty, we teach the importance of pursuing excellence while recognizing that innovation is key. From the classroom to the athletic field, we train students to be *Champions* in every area of life.

Potential in every student. Our students are more than numbers. We see their potential, and we understand that pursuing excellence requires more than academic rigor — it also requires they have professors who are experienced and,

most importantly, care about them. Our students learn under leaders who first mentor them and then send them out, ready to pursue their callings and change life for others. That philosophy extends to those who serve students outside the classroom. Our leadership and staff seek to be service-minded, always making others a priority.

Integrity in every action. We understand that God has blessed this mountain, and with that blessing comes the responsibility of ensuring we do our best with whatever God provides us, using it to positively impact our students and our community. That's why we intentionally serve within our community — our classmates, co-workers, and peers — while also creating opportunities to serve those in our greater Lynchburg community and beyond. We believe that coming alongside those going through difficult times by serving them and advocating for them is an important way we demonstrate being *Champions for Christ*.

Christian in every way. As President Costin says, "If it's Christian, it ought to be Christian." This attitude shapes our culture, where we recognize the importance of excellence, see the potential in others, and demonstrate integrity in every action. We celebrate that God has uniquely gifted us as individuals, while recognizing that our faith unites us all. Our faith also motivates us to responsibly steward our talents, time, and other resources as we do what God has called us to do.

Our strategic plan builds on these **EPIC** values, guiding us as we look into the future so Liberty University remains a place where *Champions for Christ* are trained.

HOW WE BUILD *Champions*

Hebrews 12:1: “Therefore we also, since we are surrounded by so great a cloud of witnesses, let us lay aside every weight, and the sin which so easily ensnares us, and let us run with endurance the race that is set before us.”

Liberty University started with the idea of training young men and women who were dedicated to God, authentic in their faith, and bold in pursuing their calling. This concept would later become *Training Champions for Christ*.

Liberty is the training ground upon which our *Champions* prepare to run the race God has set before them.

MOTIVATION
Learning How to Pray | Learning How to Study the Bible | Discerning Their Calling

TRAINING
Spiritual Discipline | Academic Discipline | Mentorship & Discipleship

ENDURANCE
Service & Outreach | Leadership Opportunities | Practicums & Internships

NOURISHMENT
Worship | Community Life Groups | Tutoring & Academic Clubs | Student Organizations

CALLINGS
Lifelong Learning | Faith Integrators

F

Faith
First

L

Lifelong
LearningLiberty
A MAuthentic
Christian
Culture

M

Mission-Driven
Excellence

E

Engaged
Community

S

Stewardship
& Service

Knowledge Aflame: Shaping the Future with Faith and Purpose

Our mission and vision to *Train Champions for Christ* are deeply rooted in the Great Commission, which requires us to use our God-given callings to change the world. This mission shapes how we build our community, design our educational programs, and inspire our students.

Keeping our focus on our mission and values ensures that we remain focused on spiritual growth, moral integrity, and a deep sense of service to others. Our goal is to foster an environment where everyone is motivated to pursue excellence in their personal, academic, and professional lives while remaining steadfast in their faith. **This is the Liberty Way.**

Our strategic plan is designed to ensure that we remain focused on our mission and vision both now and over the next five years. It includes mechanisms for regular evaluation and flexibility to respond to changing circumstances. This ensures that while we stay true to our mission and vision, we can also adapt to new opportunities and challenges, maintaining our relevance and impact in an ever-evolving world.

Our motto, “Knowledge Aflame,” demonstrates our commitment to providing a quality education with a Christian foundation. In 1974, inspired by that very motto, our student

body voted to be called the “Flames.”

Thus, it is appropriate that our strategic plan is encapsulated in the acronym FLAMES, which stands for:

- **Faith First:** Keeping faith at the core of everything we do.
- **Lifelong Learning:** Encouraging continuous personal and professional growth.
- **Authentic Christian Culture:** Promoting a genuine and vibrant Christian community.
- **Mission-Driven Excellence:** Pursuing the highest standards in all our endeavors.
- **Engaged Community:** Building strong, supportive relationships within and beyond our campus.
- **Stewardship and Service:** Investing in others so they can fulfill God’s calling.

While our strategic plan is intended to help us navigate the next five years, it doesn’t stop there — it sets the stage for continuous growth and innovation. Guided by **GRACE**, Liberty will build on our successes, adjust when needed, and remain steadfast so that on this mountain, anyone will find **Knowledge Aflame**.



Goal 1: Faith First

Drawing inspiration from the principle of “Jesus First,” a conviction firmly held by our founder, Dr. Jerry Falwell, we continue to uphold the Lordship of Jesus Christ as the foundational element of each of our endeavors. We recognize that faithfulness to Him is our first and primary duty as a Christian university before all other institutional goals and objectives. When we allow Jesus to be first in all matters of life and daily pursuits, we ensure that the integration of the Christian faith extends beyond being an academic exercise to guiding every aspect of university instruction, operation, and administration. It is the way that we lead. Christ, above all, must be evident in all aspects of learning and living. From the classroom to the boardroom, we are intentional about developing a Christ-centered community among students, faculty, and staff as we remain committed to the Lordship of Christ and ensure that every Liberty employee and student has the opportunity to know and follow Christ and to become a lifelong ***Champion for Christ***. (Exodus 20:3-5, Deuteronomy 6:5, Proverbs 16:3, Matthew 6:33, Luke 10:27, John 3:16, 1 Corinthians 1:18, Galatians 2:20, Galatians 5:1, Colossians 1:16-17, Colossians 3:1-2, Hebrews 12:2)

1.1 Fostering a Christ-Centered Community That Accounts for the Spiritual Life of Students and Encourages Missional and Service-Oriented Outreach

We are committed to continuously cultivating and fostering a Christ-centered community where our faith is integrated in the classroom and every student is given opportunities to grow spiritually. This commitment will stress biblical literacy, spiritual formation, and cultural discernment — all aimed at preparing students to faithfully stand for Christ amidst the changing moral and cultural norms of contemporary society. Beyond the classroom, this commitment will emphasize opportunities for students to grow in their faith through engaging in community groups and participating in events and programs such as Convocation, Campus Community, and other efforts. Furthermore, we intend to offer avenues through which students can express their faith through intentional service in the local community and through trips where global mission and learning are integrated. We recognize that student needs differ depending upon where they choose to learn, whether it be on campus, off campus, or online. As such, we commit to offering comparable resources and opportunities to all residential, commuter, and online students, ensuring access to events and services specific to each student’s campus, including community groups, prayer, pastoral care, and service opportunities.

1.2 Cultivating the Integration of Civic Engagement with Spiritual Values

Liberty University emphasizes its commitment to fostering civic engagement among its students by increasing their awareness of civic issues and involvement in civic programs. We recognize the importance of achieving our founder’s vision and mission to maintain an institution committed to academic excellence and political conservatism without compromising our commitment to the Word of God. We will remain an institution that advocates publicly for policies, principles, and values that protect and defend human life; preserve and uphold biblical marriage and the family; and protect our God-given rights of freedom. Liberty University acknowledges its responsibility to be a faithful voice that advances these freedoms and ideals as they are essential to living the Christian life to its fullest. We remain committed to fostering an educational environment where students are equipped with the spiritual foundation, knowledge, and skill sets necessary for their personal and professional growth. Wherever and whenever necessary, our political engagement hinges on a robust biblical orthodoxy and well-informed civic approach that ensures we serve Christ competently and fulfill our educational and spiritual mission confidently.



Goal 2: Lifelong Learning

Embracing the principle that education is a lifelong journey, we dedicate ourselves to fostering continuous growth and curiosity in our community. Our teaching approaches and academic programs are designed to cultivate critical thinking, adaptability, and a love for learning that extend beyond the classroom. We equip students not only for their careers but also for a lifetime of intellectual and spiritual development. (Proverbs 1:5, Proverbs 4:13, Proverbs 9:9, Colossians 2:8, James 1:5)

2.1 Advancing Educational Pathways and Lifelong Learning

We are dedicated to encouraging lifelong learning through creating academic courses and programs that focus on both knowledge and skills, preparing students to achieve their degrees and attain needed credentials while also equipping them to apply what they learn as they enter their chosen fields. In parallel, we leverage cutting-edge technology to revolutionize how we deliver courses, develop curricula, and offer student advising, all of which lead to internships and career placement opportunities. Our commitment extends to developing experiential and personalized learning experiences enriched with industry-relevant technological skills. By remaining responsive to emerging market trends, we can swiftly adapt our curricular content and teaching methodologies that prepare students for a digital-first world. Our concerted efforts in these areas are key to enriching our academic offerings and cementing our role as a leader in educational innovation and student readiness.

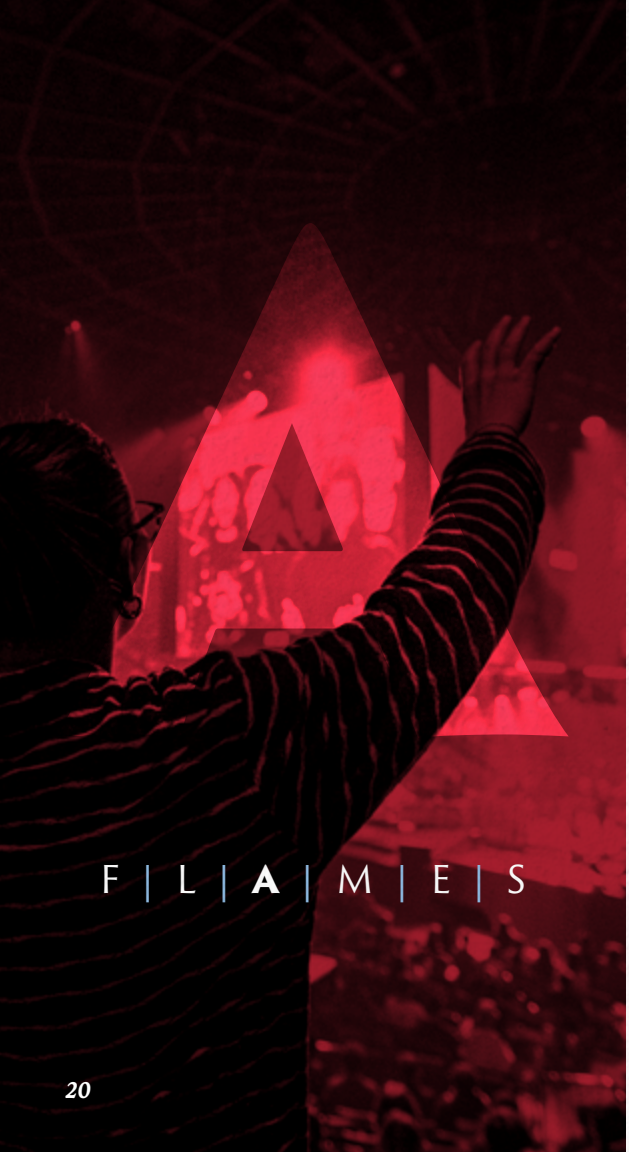
2.2 Expanding External Partnerships to Foster New Opportunities in Academic Offerings, Student Services, and Spiritual Development

To increase university growth and student opportunities, it is vital for all departments to cultivate and deepen partnerships

within their fields. These collaborative partnerships with external organizations can boost student opportunities and provide unique experiences locally, nationally, and globally. Wide-ranging industry partnerships are key, ensuring a rich, mutually beneficial relationship. Regardless of changing consumer and industry demands, the university will maintain biblical integration of content in all courses and programs.

2.3 Cultivating Research That Emphasizes the Role of a Teaching Institution

To increase Liberty University's academic reputation, all schools and colleges will focus on intensifying efficient and effective research initiatives to enhance the curriculum and offer students meaningful, practical learning experiences. This emphasis on research will strengthen our programs and help us develop new ones that integrate academic study with real-world applications and insights, aligning closely with our educational mission. By prioritizing research that embodies our Christian principles, we not only enrich the educational journey for our students but also extend our global presence and influence. This strategy commits to advancing knowledge and innovation within our academic community through research, ensuring that our students are equipped with relevant, impactful skills and insights for their future endeavors.



✂ **Goal 3:** *Authentic Christian Culture*

Building on the statement of Dr. Jerry Falwell, “If it’s Christian, it ought to be better,” our authentic Christian culture goal is succinctly captured by Dr. Dondi Costin’s corollary, “If it’s Christian, it ought to be Christian.” This principle guides our commitment to fostering a culture of excellence and human flourishing among our faculty and staff, aligning with Christ’s model of servant leadership. We emphasize strategic hiring, professional development, and retention practices to ensure our workplace not only meets high standards of excellence but also aligns with our biblical worldview. Our approach extends to creating a Christ-centered university culture that thrives on collaboration, diversity of thought, and strong leadership support, reflecting our deep-rooted Christian values in every facet of university life. This holistic strategy aims to enhance operational effectiveness and cultivate a community where all members are encouraged to thrive both spiritually and professionally, ultimately encouraging students to make meaningful, positive impacts in their respective communities and the broader world. (Genesis 1:27, Proverbs 3:34, Proverbs 27:17, Micah 6:8, Matthew 20:26-28, Romans 12:4-5, 1 Corinthians 1:10, 1 Corinthians 12:27, Galatians 3:28, Ephesians 4:2-3, Ephesians 4:32, Philippians 2:3-8, Colossians 3:23-24, 2 Timothy 2:15, 1 Peter 4:10)

3.1 Nurturing a Culture of Excellence in Faculty and Staff

Our unwavering commitment to fostering a culture of excellence will be underpinned by three essential pillars: Employee Development, Hiring, and Retention. We firmly believe in supporting human flourishing by empowering our faculty and staff to excel in their life-giving work. This commitment will extend to providing comprehensive employee development opportunities that align with their specific roles, echoing our educational approach for students. Moreover, we will promote healthy communication and inspirational leadership, allowing faculty and staff to engage in educational discourse through conferences and academic exercises with their peers. In the ever-evolving cultural landscape, we will recognize the significance of diligent hiring practices, ensuring a cultural fit, and upholding high workplace standards of excellence. Once exceptional employees are onboarded, we will prioritize their retention through continued investment in professional development, offering clear advancement pathways, both latticed and ladder-based, and nurturing a competitive yet fair work environment.

3.2 Fostering a Collaborative and Christ-Centered University Culture

Our primary mission is to cultivate a university culture that is rooted in strong collaboration, diversity of thought, and unwavering leadership support, all grounded in our deep commitment to Christian values. We endeavor to create an educational ecosystem where every facet — from academic offerings to campus activities and community interactions — reinforces our adherence to Christian principles. Through our goals and objectives, we aim to foster a culture of communication and trust, enhancing our ability to provide an integrated learning experience. This strategic collaboration not only strengthens our operational effectiveness but also embodies Christian virtues like kindness, love, and humility. Our objective is to develop a community that is not only efficient in its operations but also compassionate in its interactions, ensuring that all members — students, faculty, staff, and guests — are valued and spiritually nurtured. Through these combined efforts, we strive to uphold and activate our Christian identity in every aspect of university life, gaining a reputation for excellence in both service and spiritual growth.



Goal 4: Mission-Driven Excellence

Our institutional mission to glorify God through higher education drives our commitment to excellence in all endeavors. We strive for the highest standards in teaching, research, and service, ensuring our work honors God and serves our community effectively. This mission-centric approach guides our strategic decisions and operational priorities. (2 Chronicles 15:7, Matthew 5:16, 1 Corinthians 10:31, Colossians 3:23-24, 2 Timothy 2:15, James 3:13)

F | L | A | M | E | S

4.1 Advancing Institutional Excellence Through Rigorous Compliance and Effective Accreditation

Our goal is to establish Liberty University as a leader in higher education through a steadfast commitment to maintaining accreditation and a university-wide culture of compliance. To achieve this, we will develop and implement a centralized policy management system characterized by uniform procedures and a comprehensive training program. This system will incorporate advanced technology to streamline compliance processes, thereby ensuring safety, efficiency, and effectiveness in all our operations. A key aspect of this initiative involves strengthening external partnerships that provide expertise in regulatory compliance, allowing us to stay informed of the latest standards and best practices. These collaborations will aid in maintaining the highest levels of accreditation, ensuring our institution not only meets but exceeds industry benchmarks. Moreover, we will ensure that all departments adhere to these established standards, fostering an environment where compliance and safety are ingrained in the university's culture. This approach will not only safeguard our institution's integrity but also enhance its overall operational excellence.

4.2 Operational Excellence Through Process Optimization and Resource Management

Our commitment to operational excellence is driven by two key initiatives: establishing a culture of continuous process improvement and optimizing resource allocation and data management. To this end, we aim to enhance efficiency and effectiveness throughout the university. This involves automating manual processes, integrating systems like Workday with budget tools, and prioritizing real-time accuracy and efficiency. Such efforts allow our organization to be agile and responsive, yielding benefits like reduced operational costs, improved budgeting accuracy, and streamlined workflows. Concurrently, we will maximize resource allocation and data management using integrated systems and centralized solutions. This approach reduces data conflicts and retrieval times, optimizing operational processes and enhancing decision-making capabilities, all contributing significantly to our institution's overall operational excellence and effectiveness.

4.3 Cultivating a Unified Christian Brand Identity and Strategic Outreach

To embrace and promote Liberty University's Christian identity within a culturally, intellectually, and ethically diverse landscape and emphasize the value of a Liberty degree, we will focus on cohesive, targeted branding campaigns tailored to specific audiences, utilizing Liberty's academic, athletic, social, and spiritual reputation, to extend our reach as a beacon of distinctly Christian thought, service, and influence.

4.4 Comprehensive Security, Cyber-Resilience, and Risk Management

We are dedicated to enhancing the security and safety of our campus and digital environments, underpinned by a robust approach to risk management. Our commitment extends to ensuring the integrity and security of sensitive information and safety practices, adhering to best-in-class protocols. We are developing comprehensive educational programs and crisis management procedures to maintain a secure and safe physical environment, supported by strategic investments in technology and equipment. In tandem, we are modernizing our technological infrastructure to counter evolving cybersecurity threats. This includes upgrading security mechanisms and establishing a secure digital environment that supports

our university's diverse functions. Enhanced cybersecurity measures are integral to safeguarding sensitive data, improving system functionalities, and ensuring compliance with industry standards.

4.5 Strategic Adaptation for Enrollment

In an effort to cultivate a diverse student body and continue robust enrollment, we will develop and implement adaptive approaches to address the challenges posed by the demographic cliff. This will involve a proactive approach to diversifying our student population and innovating our enrollment strategies. Central to this effort will be a thorough evaluation of the emerging global markets, aimed at tailoring our enrollment and outreach initiatives to meet the specific needs and preferences of these demographics effectively. Concurrently, we will conduct a detailed trend analysis of the Christian and conservative markets, gaining insights into their evolving requirements and preferences. This analysis will guide us in refining our academic offerings, marketing strategies, and community engagement efforts to ensure they remain relevant, attractive, and in alignment with our institutional values. Through these integrated efforts, we aim to expand our reach, enhance our appeal across diverse student groups, and sustainably grow our student base in an increasingly competitive educational landscape.





Goal 5: Engaged Community

Following the biblical call to unity and fellowship, we foster a vibrant, engaged community. Our campus is a place where diverse perspectives and backgrounds are celebrated, encouraging respectful dialogue and mutual understanding. We are committed to fostering a nurturing environment where every individual feels valued, connected, and empowered to contribute. (Proverbs 3:27, Ecclesiastes 4:12, Luke 10:25-37, John 13:34-35, 1 Corinthians 12:27)

F | L | A | M | E | S

5.1 Strategic Alumni, Donor, and Supporter Relations

In an effort to elevate Liberty University's brand visibility and solidify its network of strategic alliances, we will develop a framework dedicated to enhancing alumni relations. This approach will allow for deeper connections with alumni, donors, and supporters through improved relationship building, effective communication, and the organization of engaging events. The primary aim is to bolster financial support for scholarships, endowments, and donations, enriching our academic offerings and supporting student growth, thereby contributing to the institution's sustained success and impact.

5.2 Enhancing Student Engagement and Support Services

Enhancing student engagement and support services involves creating a nurturing and supportive environment that aligns with the university's spiritual development mission. To equip students to effectively engage with other cultures after graduation, we will emphasize initiatives like increasing participation in student activities, student services, and service opportunities; developing mental health campaigns; and increasing awareness of opportunities to intern and study

abroad. The anticipated outcomes are an increasingly engaged student body, increased retention rates, improved student mental and spiritual well-being, and enhanced personal and professional growth. These efforts aim to solidify the university's reputation as a leader in providing a comprehensive, faith-based educational experience.



Goal 6: Stewardship & Service

Our institution will emphasize stewardship as a core tenet of our faith, prioritizing the responsible management of God's creation in our resources and operations. This focus on stewardship will foster sustainable practices and community engagement, allowing us to serve as a model of Christian stewardship and invite others to connect with our mission and values. (Genesis 47:13-19, Psalm 24:1, Proverbs 11:25, Matthew 25:14-30, 35-40; 2 Corinthians 9:6-7, Galatians 6:9-10, 1 Peter 4:10)

6.1 Financial Sustainability

Liberty University strives to steward our resources, ensuring sustainability, and providing adequate levels of funding for departments, employees, capital projects, new initiatives, and growth of the endowment. Good stewardship will continue with improved long-term financial planning through multi-year budgeting, more detailed funding and cost analyses, and new system integrations. Additionally, we will strive to increase revenue from non-tuition-based initiatives, including athletic and ticket sales; real estate sales and income; and identifying new revenue streams.

Investments and Endowment

- Liberty University has consistently allocated excess operating reserves to the endowment and is not reliant on the endowment to support operations. However, we should also shift to diversifying our investments to decrease risk. Allocations are focused long term and need to be updated to allow for additional board-approved uses, including deferred maintenance and coverage of a potential loss of federal funding.

Real Estate

- Liberty University-owned real estate subsidiaries and assets provide us additional revenue streams and investment funding. These are a mix of residential, commercial, and land assets offering opportunities for growth and income. Financial analysis will be conducted on all properties to ensure a return on investment and utilization of the properties in the most financially responsible way.

6.2 Maintenance & Infrastructure

We are continuously striving to enhance our academic spaces, ensuring they remain cutting-edge and conducive to impactful learning. This includes expanding classrooms, labs, simulations,

and collaborative spaces as well as updating older buildings. We are also actively exploring hybrid course opportunities to optimize our existing academic spaces. Additionally, our commitment extends to improving and expanding our athletic, recreational, and support facilities to meet the growing demands of our students. We are conducting thorough analyses of office space allocation to create an efficient and flexible management process. Addressing energy challenges, we aim to reduce consumption through technology and renewables, while also enhancing power redundancy for uninterrupted infrastructure support. Lastly, we are dedicated to proactive maintenance, ensuring the long-term sustainability, regulatory compliance, and safety of our beautiful and state-of-the-art campus. These initiatives exemplify our commitment to excellence and the holistic well-being of our university community.

6.3 Tuition, Discounts, and Scholarships

Liberty University provides substantial self-funded discounts and scholarships while also minimizing tuition increases, which allows us to offer a low cost of attendance for students. Recognizing that today's students are more price-conscious than ever and do not want to graduate with high debt loads, we strive to leverage scholarship opportunities that are funded by donors and investments.



LIBERTY'S FUTURE IS BRIGHT,
and we're excited to see how God will
continue to work on this mountain
in the next five years
— *and for many generations to come.*

Learn how you can be part of our
journey! Visit ***Liberty.edu/StrategicPlan.***



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