



Martin
LUTHER
UNIVERSITY COLLEGE

Federated with
Wilfrid Laurier
University

2023 Strategic Plan

Mission: Why Luther Exists, Its Purpose

- Martin Luther University College provides education for a life of meaning and service.

This mission is achieved by considering a rapidly evolving world through theological lenses.

Vision: What Luther Aspires to Become

- Luther is a diverse spiritually and theologically informed learning community, dedicated to academic and professional excellence, that fosters justice, equity, and community engagement.

Strategic Imperatives: The Work that Must Be Completed to Achieve Luther's Vision

1. Infrastructure and Sustainability Planning

- Setting student enrollment targets and supporting attraction and retention strategies.
- Consider future economic, donor development, facility, people needs (faculty and staff) and other relevant considerations.

2. Brand Clarification

- Clarify how Luther presents itself to its stakeholders and the language used to do so.
- Address the tension between Luther's Lutheran heritage, its accreditation as a Christian theological institution, the implications of its focus on spiritual matters and its commitment to inclusiveness.
- Effective communications both internally and externally focused to define Luther's brand.

3. Community Experience

- Students
 - Provide an enriching environment to a growing student body
- Faculty and Staff
 - Provide a flourishing workplace for Faculty and Staff.
 - Ensure reasonable workloads, workplace flexibility and competitive compensation
 - Faculty renewal in anticipation of planned retirements
 - Investment in the development of staff skills and capabilities
- Community
 - Engage the diverse voices present at Luther to foster a greater sense of belonging and a place of refuge.

- Proactively engage a more diverse group of external stakeholders, supporting communities that support Luther.
- Act on Luther's commitment to a decolonial praxis, applying it to both Luther's academic programming and lived experience at the College.
- Lead in the implementation of TRC recommendations.

Luther's Values: Core Beliefs and Commitments

- Academic excellence rooted in spirituality
- Spiritually integrated learning
- Justice and equity

Strategic Imperative #1: Infrastructure and Sustainability Planning

Background/Context: Given anticipated changes in leadership, increased competition around student enrollment, work and related demands on a faculty and staff, inefficient supporting systems and the like, there is a need to plan for Luther's future infrastructure and its long-term sustainability.

Link to vision: If Luther is to become the leader in Canada providing a multi-faith, theologically-informed education, it needs to undergird that leadership with strong organizational capabilities and capacity so that it can prepare for and thrive in the future.

Status Update: (to be used to keep the Board apprised of the state of strategy implementation)

Champion:	Current Status 😊 😐 ☹️	Timeline:
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Objectives	Operational Priorities
4. Setting student enrollment targets and supporting attraction and retention strategies.	•
5. Consider future economic, donor development, facility, people needs (faculty and staff) and other relevant considerations.	•

Key Risks and Mitigation	Risk Status
•	•

Strategic Imperative #2: Brand Clarification

Background/Context: Luther's identity needs clarity and increased profile to create understanding of the College's mission, its relational focus, its Lutheran legacy in today's context and its evolving values in light of changing societal (e.g., decolonization), student and other community needs.

Link to vision: If Luther is to be and be seen to be the leader in Canada providing a multi-faith, theologically-informed education, it needs a strong identity, the ability to effectively communication its identity, along with a proven student and staff experience focus in order to claim that leadership.

Status Update: (to be used to keep the Board apprised of the state of strategy implementation)

Champion:	Current Status: 😊 😐 😞	Timing
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Objective	Operational Priorities
6. Clarify how Luther presents itself to its stakeholders and the language used to do so.	•
7. Address the tension between Luther's Lutheran heritage, its accreditation as a Christian theological institution, the implications of its focus on spiritual matters and its commitment to inclusiveness.	•
8. Effective communications both internally and externally focused to define Luther's brand.	•
Key Risks and Mitigation	Risk Status
•	•

Strategic Imperative #3: Community Experience

Background/Context: Attention needs to be paid as to how key stakeholders experience Luther and the quality of that experience in meeting stakeholder needs and expectations given limited resources and Luther’s legacy as a Christian institution (and the assumptions that accompany that history).

Link to vision: If Luther is the leader in Canada providing a multi-faith, theologically-informed education, it needs to provide an environment for key stakeholders, most particularly students, faculty and staff, where they are able to thrive.

Status Update: (to be used to keep the Board apprised of the state of strategy implementation)

Champion:	Current Status: ☺ ☹ ☹	Timing
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Objectives	Operational Priorities
9. Students <ul style="list-style-type: none"> Provide an enriching environment to a growing student body 	<ul style="list-style-type: none">
10. Faculty and Staff <ul style="list-style-type: none"> Provide a flourishing workplace for Faculty and Staff. Ensure reasonable workloads, workplace flexibility and competitive compensation Faculty renewal in anticipation of planned retirements Investment in the development of staff skills and capabilities 	<ul style="list-style-type: none">

Key Risks and Mitigation	Risk Status
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">