

BIENNIAL REPORT

2016

# Living University



In all we do, we challenge each other to fulfill our motto, "Recapture True Values," by demonstrating our core values of:



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Leadership

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Service

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Commitment

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Integrity

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Excellence

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Culture

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Creativity

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# About Living University

The precept that “The Word of God Is the Foundation of Knowledge” is the basis of our approach to learning, research, public service, and student growth and development.

**The mission of Living University** is to provide programs of formal instruction and other learning opportunities, as well as meritorious programs of research and public service, adequate to support its underlying charge of delivering instruction of sufficient diversity to be relevant to the changing needs of the individual, the Church, and society.

The Living Church of God established Living University in response to its growing need for university-educated personnel and to further edify its worldwide membership and their families. It is now in its tenth year.

The University, founded February 27, 2007, is a growing coeducational community where its collective quest is restoring true values in an ever-changing world and applying them in laying the foundation for a better life.

The University has a self-perpetuating Board of Regents charged with setting overall policy for the organization and operation of the institution, and a President who serves as its chief

administrative and executive officer. Members of the Board of Regents serve three-year terms.

While Living University programs of study are open to the general public, its focus is on the higher education needs of the Living Church of God, which includes over 350 congrega-

tions in over 50 countries throughout the Americas, the Caribbean and the West Indies, the British Isles, Continental Europe, Africa, Australia and the Pacific Isles, and Asia. The University serves scattered Church members in over 30 countries.

Located in Charlotte, North Carolina, one of the capitals of the New South,

the University is within one day’s drive of 55% of the U.S. population. By automobile, Charlotte is just a few hours from the beach to the east and the Blue Ridge Mountains to the west. The University campus lies in south Charlotte at Crown Point. With a metro population of 2,380,314, Charlotte

***Living University as a church-related institution is a teaching university concerned with facilitating the development of the whole person for Christian character, leadership and service.***

is the largest city within the nation’s fifth-largest urban region.

*Cover: The Presidents of the University and the Living Church of God (Michael Germano and Gerald Weston) at the dedication of Sheryl Manor in honor of Sheryl Ann Meredith. Photo at left is of downtown Charlotte by PatrickSchneiderPhoto.com.*

# Our Vision

Our Founder and Chancellor, Dr. Roderick C. Meredith, shares his vision for the University and its students. As Presiding Evangelist of the Living Church of God, Dr. Meredith serves as the chair of the Board of Regents of Living University.

**Over the last century, the colleges and universities** of the Western world have become increasingly secular. With few exceptions, they have not retained God in their knowledge. Their focus is on expanding students' knowledge of the material world through application of the scientific method, and on preparing them to live and work in the pluralism of a global society. The faculty in these institutions infuse young men and women with in-depth secular understanding, goals and ideals. Their students may learn how to earn a living and to navigate the political realities of the world, but do not learn how to live in a godly sense.

Charles H. Malik, former president of the United Nations General Assembly, once said:

... one day a great university will arise somewhere... I hope in America... to which Christ will return in His full glory and power, a university which will, in promotion of scientific, intellectual, and artistic excellence, surpass by far even the best secular universities of the present, but which will at the same time enable Christ to bless it and act and feel perfectly at home in it ["Education in Upheaval: The Christian's Responsibility," *Creative Help for Daily Living* 21 (September 1970):10].

In his distinctive style, Dr. Malik captures the heart of the *raison d'être* for Living University. His words yield a strategic vision for the future. They set a challenge for a new institution of higher learning that is uniquely Christ-centered.

**At Living University, where "The Word of God** is the Foundation of Knowledge," we encourage our students to learn and apply in their lives the true, eternal values revealed by God in His written word. We seek to instill in our students a sense of purpose and to enable them to achieve a values-based education that meets their immediate and lifelong needs. This includes opportunity for personal and spiritual development, as well as formal preparation for career success.

Jesus Christ said, "Man shall not live by bread alone, but by every word that proceeds from the mouth of God" (Matthew 4:4; Luke 4:4; cf. Deuteronomy 8:3). At Living University we encourage all of our students to do this. The Apostle Paul taught that the people of God would be "casting down arguments and every high thing that exalts itself against the knowledge of God, bringing every thought into captivity to the obedience of Christ..." (2 Corinthians 10:5). Accordingly, we believe there is primarily one place to look to find the answers for successful life—within the revealed word of God.

At Living University, in all we do, we challenge each other to fulfill our motto, "Recapture True Values," by demonstrating our core values of leadership, service, commitment, integrity, excellence, culture and creativity. These values are embedded in God's Way of Life as detailed in the Bible. Now does this mean that we reject advances in knowledge, ignore the arts and humanities, isolate ourselves from society, hold our culture in contempt and eschew the sciences? Of course not.



**“We encourage our students to learn and apply in their lives the true, eternal values revealed by God in His written word.**

**We seek to instill in our students a sense of purpose and to enable them to achieve a values-based education that meets their immediate and lifelong needs.”**

—Roderick C. Meredith

We live and function in an interdependent world. Accordingly, we believe that a university education should include not only developing a personal understanding of the underlying purpose and meaning of human life, but a mastery of needed secular knowledge and development of critical thinking skills as well. The foundation to do so necessitates internalizing the worthwhile values, wisdom and understanding embedded in the Bible—the missing dimension in education.

A higher education that enables students to live happily and successfully, and assists them in preparing for careers, does not ignore engineering, mathematics and the sciences. These are not mutually exclusive, irreconcilable quests. Realize, however, that the branch of human knowledge that we call science deals with physical phenomena and the natural world sustained by

laws that God created.

Science is confined to a study of the material universe and can never arrive at absolute truth. Understanding the things of God is beyond the scope of scientific inquiry. Science does not distinguish moral from immoral, nor good from evil. Science cannot determine whether or not God exists. It cannot explain God’s nature or the purpose of human life. However, that vital information is revealed in God’s word—the Holy Bible.

—Roderick C. Meredith, Th.D.

Chair, Board of Regents

# Our Students

The University serves both an on-campus and online student body. About 200 students annually enroll in online and on-campus study and the majority are working adults.

**Our ethnically diverse student body usually** consists of about one-third women and two-thirds men. About 25% of our student body are online international students. Approximately 96% of our students study part-time. While the institution is open to the public, on-campus students are primarily young adults of traditional college age drawn from families associated with the Living Church of God.

Although our programs focus on theology and aim to prepare some students for future careers in ministry, LU has been expanding its curriculum to further develop student skills in business, communications and other disciplines. Overall, our main focus is to help students develop the character and basic skills that will make them successful in any field. Our heavy focus on service, leadership and character development provides all of our students with a strong underpinning of skills critical to becoming leaders in the work force.

The Associated Student Body, through the Student Council, is the official agency designated to represent undergraduate students in matters pertaining to student welfare, student activities, student participation in University affairs, student participation in University planning and administration, and student opinion. The ASB is comprised of all matriculated, full-time undergraduate and postbaccalaureate on-campus students.



Throughout the academic year, on-campus students experience numerous opportunities to enrich their University learning experience and capitalize on the LU Core Values of Excellence and Culture. These activities are intended to be fun as well as educational, and are designed to further develop the whole person and expand their tastes and perspectives.

Organized cocurricular activities include Men's and Women's Clubs and fieldtrips to experience the arts (concerts, shows, museums), visits to regional historical sites (Revolutionary and Civil War memorials and battlefields), and other relatively local sites (Charleston, SC with its historic Fort Sumter, the Biltmore Estate in Asheville, NC, area wineries, and the like). Students also engage in outdoor recreational activities like hiking and pool parties, and other unique activities like a visit to an IMAX movie theater or visiting traveling biblical and historical exhibits, as well as service activities.

The Charlotte congregation of the Living Church of God is large and vibrant. It offers diverse activities and service opportunities for our students. These include congregational Bible studies, picnics, group social gatherings, the annual Charlotte Family Weekend, the Charlotte Singles Weekend and much more.



**“We remain dedicated to our collective quest of restoring true values in an ever-changing world and applying them in laying the foundation for a better life. We seek to provide our students with a positive educational experience and a strong biblical and academic foundation for all the things God will call upon them to do in the years ahead.”**

—Michael P. Germano  
University President

## What our students say

***100% of our  
Spring 2016  
students  
reported  
they would  
recommend  
these studies  
to a friend***

**‘The University is a great opportunity. I appreciate all the University has done to help me grow in knowledge of the scriptures.’**

— Anonymous

**‘Thank you for the awesome job everyone is doing in creating these classes in theology and practical living. These classes are needed so much for the church to be able to grow and move forward. Thank you for all your efforts.’**

— Anonymous

**‘I have my first love back again! I am inspired by what I have learned and constantly want to talk about it with my husband and mother, both of whom are in the Church. Like I said, this has taken a lot of time, but I am thankful for both the knowledge I have gained and the enthusiasm I once again have for God’s word. That is priceless!’**

— Alabama

**‘LU is a good place for Christian growth and development. For it is very different compare[d] to the educational system in the society. A place for friendly and godly fellowship that helps us develop our character and personality. I would certainly love encouraging others to take a couple of course[s] or have at least a glimpse of how LU study can help you personally and I’m sure that it[’]s definitely WORTH trying,...’**

— Philippines

**‘This class has really helped me to be able to quote more scriptures and have more in depth conversations with brethren about different topics that were taught in the twelve lessons. I am definitely looking forward to learning even more in the second half of this course!... I am so glad that I took this course, I honestly did not realize that I would learn as much as I did. In each lesson, I would have questions that would without fail be answered in the lesson that followed. This really helped to clear up any questions and uncertainties that I had. This course has been put together so greatly, you can definitely see that God helped guide those who worked so hard to assemble it’**

— Illinois

# Student Success

Our commitment is to the success of our students. Living University faculty members serve as mentors and role models seeking to challenge and inspire their students.

We seek to ensure that our students are personally, professionally, academically, and spiritually successful. We believe our students succeed when we devote our energies to continuously improving their experiences in and out of the classroom. We see our job as creating the conditions that foster student success. There are many ways to measure their success.

Each semester we ask students to evaluate the instruction they received in their courses in a non-personally identifiable manner to acquire data with respect to student

satisfaction and identify areas needing improvement. We also consider completion, retention and graduation rates as well as the employment rate of graduates. In the box below we have highlighted some of our results.

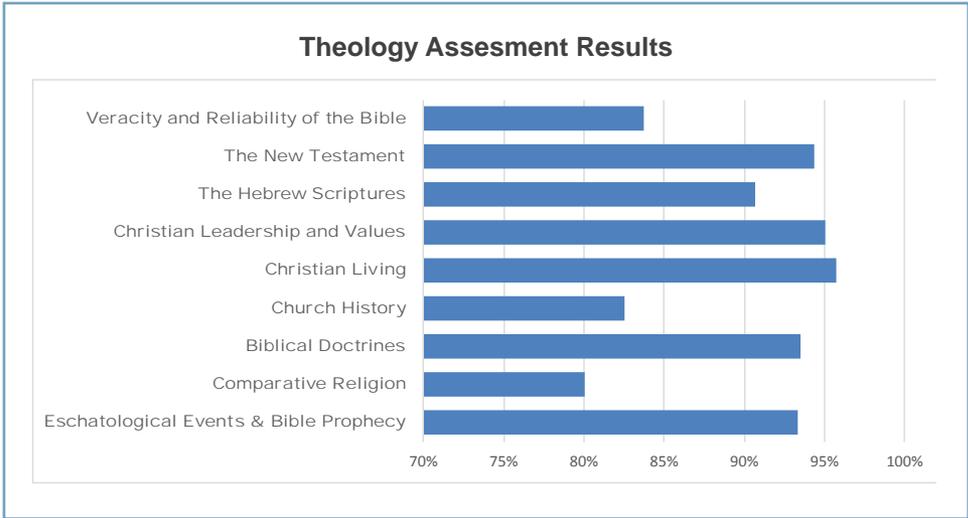
Since 2007, we graduated twelve Bachelor of Theology (B.Th.) graduates. Of these, the Living Church of God hired nine upon their graduation as full-time employees. Three were subsequently ordained and serve as elders.

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## *We Foster EXCELLENCE*

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- For the last seven years our student course completion rate averaged 93.3% with a course attrition rate of 6.7%.
- Over the last six semesters 90.2% of our students felt they had achieved, upon completing their studies, the goals they had when they started their course or program.
- 98.9% of our students say that all things considered, they were satisfied with their studies with us.
- 98.5% of our students indicated they would recommend these studies to a friend.
- 75% of our baccalaureate degree graduates found employment upon graduation in a church-related occupation with the Living Church of God.
- Of our B.Th. degree graduates, 42.9% of the men became ordained elders and serve in the full-time ministry of the Living Church of God.
- 83.3% of our associate degree graduates either graduated from or remain enrolled in our B.Th. degree program.
- 25% of our associate degree graduates have gone on to complete a baccalaureate degree.



Of our twelve Associate of Theology (A.Th.) graduates, ten either graduated or enrolled in the B.Th. degree program. Three have gone on to complete B.Th. degrees and are currently employed full-time by the Living Church of God, and seven are pursuing the B.Th. An additional three are employed by the Church, and one became employed full-time by the University. The remaining five are members of the Church.

Candidates for the A.Th. and B.Th. degree programs complete a comprehensive exit exam to demonstrate the degree to which they have mastered the theological content and skill

sets of their degree programs. These exit exams cover the student learning objectives of the University's Biblical Foundations Core Requirement reflecting basic academic knowledge of the Bible's content and doctrines, as well as the formal objectives of the student's theology degree major. The composite data for the 2015/16 academic year appear in the chart above. The University views a score of 80% as proficient. The exit exams are institution-developed tests which are not norm-referenced at this time.



# Our Programs

At Living University, where “all the world is our campus,” our online course delivery system permits students residing all over the world to participate in classes and be part of a global Christian learning community.

**By means of online e-learning course delivery** using Populi web-based college management software, the University offers globally its undergraduate courses, certificates, diplomas and degrees to a variety of individuals, according to their motivation and educational goals.

This provides an accessible alternative for students needing to complete courses and programs of study not conforming to traditional fixed academic schedules. It also provides a means for the University to serve students at a distance, on a global basis, making all the world our campus through virtual learning.

Student response is by means of computer conferencing, discussion forums, e-mail, fax and telephone. The University provides interaction with, and structured access to, faculty members. Students must be comfortable working independently to complete their courses. They acquire information through viewing, listening, reading, thinking and writing. Students demonstrate synthesis and application by completing a variety of assignments and projects.

## *Digital Courses for Everyone Online & On-Campus*

Every course in our programs of study is defined by a formal syllabus that outlines the objectives for that course, the methodology for attaining those objectives, the outline for the course, textbooks, materials, videos and references required to achieve the objectives, the requirements for student involvement in the course and the examination, evaluation and grading process which will be employed in that course. In addition, each syllabus establishes the basis for interaction between the instructor of the course and the students enrolled in that course, as well as interaction among the students.

Students may normally view a public copy of a course syllabus (called a prospectus) on the University website (see Courses of Instruction at [www.livinguniv.com](http://www.livinguniv.com)).

A unique element in our online course and program offerings is our Open Learning approach. Our online students may enroll as non-matriculated students in courses numbered 100-399 and in selected 400 level courses offered by the University. They are permitted to accumulate twenty-four (24) semester hours before having to meet regular admissions requirements.

## DEGREE PROGRAMS

The University offers programs leading to baccalaureate and associate degrees as follows:

- The Associate of Arts (A.A.) program (scheduled to begin fall 2017 pending state licensure approval) will provide a broad liberal arts education for students intending to pursue a baccalaureate degree.

## Recapturing True Values

- The Associate of Theology (A.Th.) program provides the theological base for leadership, teaching and ministry within a local church congregation, particularly related to volunteer or bi-vocational service.
- The Bachelor of Theology (B.Th.) program provides the theological base for leadership, teaching and ministry within a local church congregation, particularly related to volunteer, bi-vocational, or career service.

## DIPLOMA PROGRAMS

The two diploma programs offered by the University are as follows:

- The Diploma in Biblical Studies provides students with an in-depth study of the Bible and related topics. This two-year online program is designed for part-time students who are interested in studying the Word of God in greater depth to better prepare them to be more effective as

lay leaders in churches and schools. The program provides the opportunity for students to grow in their understanding of the Scriptures and to enhance their ability to effectively teach the Scriptures to others.

- The Diploma in Christian Family Studies provides students with relevant, effective education and support, encouraging an optimal environment for successful Christian marriage, parenting and family life. This program has a two-fold purpose: to equip students for successful Christian family life and to enable them to help others attain successful Christian marriage, parenting and family life.

## CERTIFICATE PROGRAMS

The University offers a series of certificate programs to prepare students for volunteer or bi-vocational leadership, the continuing education of the career ministry, the servicing of individual needs, and for providing high

Bible and its teachings to raise one's biblical understanding in his or her preparation for Christian leadership and service.

- The Certificate in Business Studies provides a general foundation in business through developing or enhancing business skills and knowledge.
- The Certificate in Christian Family Studies provides men and women with relevant, effective education and support, encouraging an optimal environment for successful Christian marriage, parenting and family life.
- The Certificate in Christian Leadership prepares men and women for Christian leadership and service.
- The Certificate in New Testament Studies provides a comprehensive overview of the New Testament.
- The Certificate in Old Testament Studies provides a comprehensive overview of the Old Testament.

## Our Early College Program gives high school students a head start with college!

school students with an Early College (dual enrollment) opportunity. Our certificate programs are as follows:

- The Certificate in Biblical Christianity serves as a general introduction to Christianity. It further serves as a dual enrollment option for high school students which challenges

## EARLY COLLEGE

Qualified high school students can get a head start with their higher education by taking university-level courses. In the Early College Program, eligible high school sophomores, juniors, and seniors complete the University's Biblical Foundation's Core Requirement for the Associate of Arts and Associate of Theology degrees online and graduate with a Certificate in Biblical Christianity.

This opportunity is available to high school students enrolled in public and nonpublic schools (including home schools) in the 10th through 12th grades. They may enroll in additional lower division courses (numbered 100-299).

## Creating Success

Christian youth to think critically about their faith.

- The Certificate in Biblical Studies provides a basic overview of the

# Our Faculty

Great teachers work together tirelessly to create a challenging, nurturing learning environment for their students.

## FULL-TIME

**Michael P. Germano** ..... *President of the University*

Subject Matter Areas: Anthropology, Education, Law, Theology. B.S. (1959), University of Illinois, Urbana-Champaign; B.A. (1961), Ambassador University; M.S. (1966), University of Southern California; M.A. (2000), Texas A&M University—College Station; Ed.D. (1968), University of Southern California; J.D. (1980), University of La Verne.

**Scott D. Winnail** ..... *Executive Vice President and Dean of Faculty*

Subject Matter Areas: Health, Theology. B.S. Ed. (1992), University of Georgia; M.S.P.H. (1994), University of South Carolina; Ph.D. (1998), University of Alabama-Birmingham.

**Kenneth L. Frank, Jr.** ..... *Registrar and Director of Admissions*

Subject Matter Area: Theology. B.A. (1973), Ambassador University; M.A. (2014), Grand Canyon University.

**Peter G. Nathan** ..... *Associate Professor of Theology*

Subject Matter Area: Theology. B.A. (1972), Ambassador University; M.T.S. (1992), Southern Methodist University; M.St. (2012), University of Cambridge.

## PART-TIME

**Richard F. Ames** ..... *Professor of Theology*

Subject Matter Areas: Communication, Theology. B.C.E. (1959), Rensselaer Polytechnic Institute; B.A. (1965), Ambassador University; M.A. (1977), Stephen F. Austin State University.

**W. Wyatt Ciesielka** ..... *Assistant Professor of Theology*

Subject Matter Area: Theology. B.A. (1994), Ambassador University; M.A. (2011), Liberty University.

**Stephen P. Elliott** ..... *Adjunct Assistant Professor of Communication*

Subject Matter Area: Communication. B.A. (1981), Ambassador University; M.A. (1992), Western Kentucky University.

**Janth B. English** ..... *Adjunct Assistant Professor of  
Computer Information Systems*

Subject Matter Area: Information Systems. B.S. (1972), Tennessee State University—Nashville; M.S. (1996), Clark Atlanta University.

**Kristine M. Ginn** ..... *Adjunct Assistant Professor of Education*

Subject Matter Area: Education. B.S. Ed. (2000), M. Ed. (2004), Valdosta State University.

**Douglas D. Lindly** ..... *University Librarian*

Subject Matter Areas: Education, Library and Information Sciences. B.A. (1965), Ambassador University; M.A. (1967), Pepperdine University; M.L.S. (2010), North Carolina Central University.




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## Faculty Who Care

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- Joshua Lyons** ..... *Lecturer in Accounting*  
 Subject Matter Area: Accounting. B.S. (2009), M.S. (2010), College of Charleston.
- David F. Maas**..... *Adjunct Professor of English*  
 Subject Matter Area: English. B.A. (1993), Ambassador University; B.A. (1966), Minnesota State University–Mankato; M.A. (1967), Minnesota State University–Mankato.
- Emanuel J. Maidanos** ..... *Lecturer in Theology*  
 Subject Matter Area: Biblical Languages. B.A. (1970), Ambassador University; M.A. (1975), Pepperdine University.
- Roderick C. Meredith**..... *Professor of Theology*  
 Subject Matter Area: Theology. B.A. (1952), M.A. (1958), Th.D. (1966), Ambassador University.
- Sheldon Monson**..... *Adjunct Assistant Professor of Physical Education*  
 Subject Matter Area: Health, Physical Education and Recreation. B.A. (1985), Ambassador University; M.A. (1997), California State University–Los Angeles.
- Charles W. Moore** ..... *Adjunct Associate Professor of Geography*  
 Subject Matter Area: Geography. B.A. (1965), University of Washington; M.U.P. (1967), University of Washington; Ph.D. (1971), University of Washington.
- D. Jerry Ruddlesden**..... *Assistant Professor of Business*  
 Subject Matter Area: Business. B.A. (2004), University of Arkansas; M.A.T (2005), University of Arkansas.
- Annette K. Triplett** ..... *Adjunct Assistant Professor of Nutrition*  
 Subject Matter Area: Nutrition. B.Sc. (2006), Queen’s University; M.S. (2007), University of Minnesota.
- Desirée E. Vorel** ..... *Adjunct Assistant Professor of English*  
 Subject Matter Area: English. B.A. (2004), Clemson University; M.A. (2006), Chapman University; M.F.A. (2007), Chapman University.
- Jessica D. Wilson** ..... *Lecturer in Mathematics*  
 Subject Matter Area: Mathematics. B.S. (2001) University of Kansas, M.S. (2004) University of Missouri–Columbia.
- Douglas S. Winnail** ..... *Professor of Theology*  
 Subject Matter Areas: Health, Theology. B.A. (1964), Washington and Jefferson College; B.A. (1970), Ambassador University; M.P.H. (1980), Loma Linda University; M.S. (1967), University of Mississippi; Ph.D. (1968), University of Mississippi.
- Howard C. Woodard** .... *Professor of Business and Information Systems*  
 Subject Matter Area: Business and Information Systems. B.B.A. (1976), Georgia College; M.M.I.S. (1989), Georgia College; M.S. (1992), Georgia State University; Ed.D. (2002), Georgia Southern University.

# The University Library

The University Library provides both electronic and traditional resources and wireless Internet access to its patrons, consistent with its educational, research and public service endeavors.

**The on-campus library at Charlotte serves as an** information resource center for the University's educational programs. Its primary objective is to help students reach their fullest educational potential as they acquire lifelong learning and critical thinking skills by learning to use information resources effectively. The University Library seeks to provide an aesthetically pleasing learning environment conducive to study and research, and enables the University to fulfill its obligations to students, faculty and staff relative to the overall institutional mission and purpose.

The Library provides materials in appropriate formats and in sufficient quantity, depth and diversity to support teaching, learning and basic research in the subject areas of the curriculum.

**While the University maintains a traditional** collection of books and other resources on-campus, its primary thrust is to provide library materials and services online at [www.livinguniv.com/library](http://www.livinguniv.com/library). Our current goal is to grow the Library print collection to about 27,500 titles, 5,000 archival documents, and 85,000 electronic books and references to bring our working collection to over 100,000 documents.

The Library's growing periodicals collection includes materials that support specific curriculum needs, scholarly journals and general interest titles. Depending upon the

availability of funds, the Library acquires titles to support individual faculty research.

Library collections serve a variety of audiences. Living University faculty and students are our primary recipients, while other members of the University family are secondary users. The curriculum is the single most important influence on the nature of library resources. Collection management and selection of print and non-print resources and supporting materials are the responsibility of the librarians.

The Library upgraded its circulation system to improve patron service utilizing the open-source Koha Integrated Library System (ILS). The Library added a 3M Kiosk Selfcheck System as well in order to make its resources more easily accessible, particularly to our distance students and the Living Church of God field ministry. The Library plans to acquire a TEK 25 scanner for high resolution scanning and archiving of its collection of documents requiring preservation.

**The Library uses the Library of Congress** classification system and makes an online public access catalog (OPAC) available to the University community and the public through the Internet. OPAC is the online access catalog database used by patrons to locate our library's books and other materials. With OPAC, users can locate books, periodicals, audio-visual materials, or other library items.

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**Over 2,575  
books  
donated in  
two years**

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### Collection Donations

The Library welcomes donated items that enhance its collections in support of the University's curriculum and research. These include books, journals, manuscripts, art works, rare books, and items illustrating biblical history such as displayable artifacts (ancient Egyptian, Canaanite, Israelite, Mesopotamian, and Greco-Roman). In addition the Library seeks foreign language publications supporting the university's mission. The Library may decline offers of gifts if they duplicate existing holdings, if the subject matter is outside the scope of its collections, or if there are donor restrictions the Library cannot honor.

### Honor With Books

The Honor With Books Program provides a meaningful way to celebrate a special person in your life while making an important contribution to Living University's library collection. For monetary donations of \$100 or more directed to Honor With Books, a personalized bookplate will be affixed to the inside front cover of a newly acquired volume in the University Library collection. We will mail an acknowledgment card to the honoree or to the family of the deceased.

### Making a Gift to Our Collection

If you would like more information about donating to our collection or the Honor With Books Program, please contact the University Librarian (Douglas Lindly) at (704) 844-1964 or e-mail him at [dougindly@livinguniv.com](mailto:dougindly@livinguniv.com).



***The Library experienced a 91.2%  
increase in the size of its book  
collection in 2014-2016.***

# Looking Forward

From its inception the University has had an annually reviewed, revised and implemented Strategic Long-Range Plan. This enables the University to provide programs which effectively and efficiently fulfill and promote the achievement of its mission.

**Successfully fulfilling our mission requires effective** planning. Strategic long-range planning is important in that it helps to steer the University toward a specific set of goals. Priorities are set, time frames and resources established. Defined end-goals advance the development of the University.

The planning process begins annually in September. Each objective is set forth in operational terms as realistically as possible and each represents the year-to-year changes that facilitate accomplishment of five-year goals. These elements therefore are targets by which the University can gauge progress toward achieving its mission through the assessment process.

Our priorities are focused on strengthening instruction, expanding student housing, and implementing our campus master plan.

## **Strengthening Instruction**

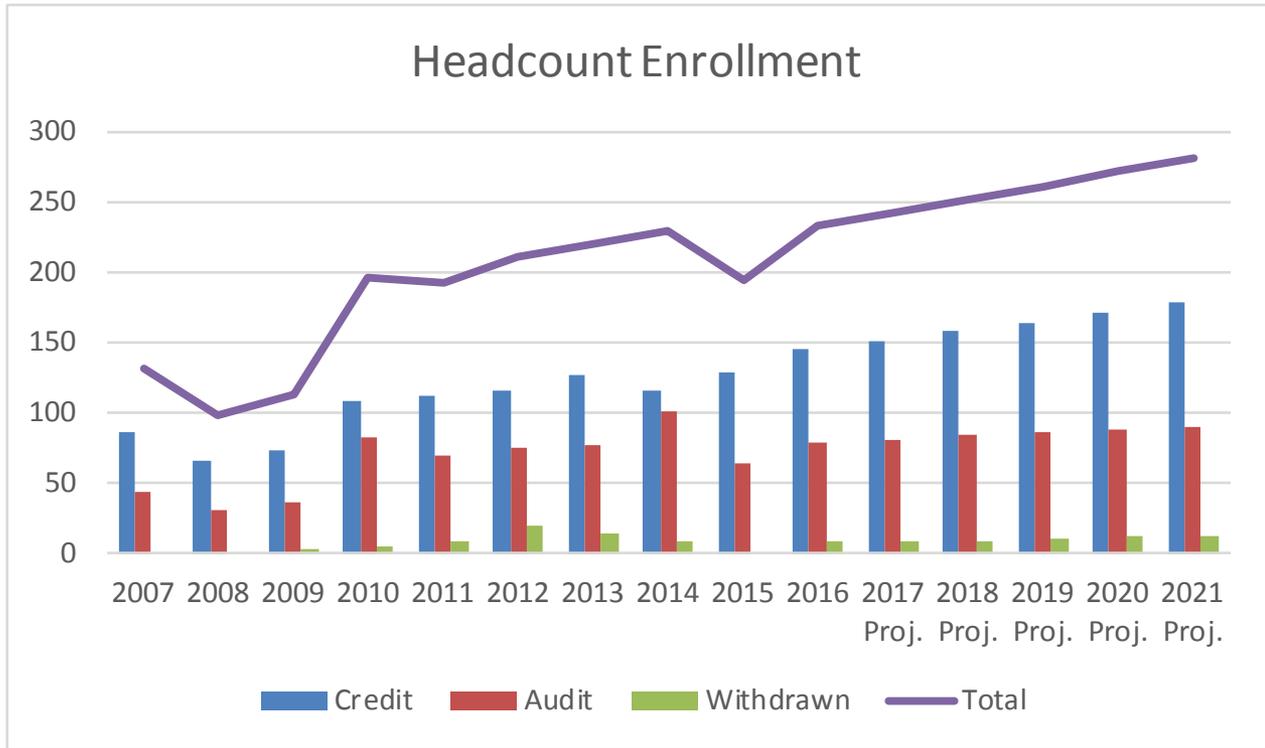
For the next five years, we seek to maintain a small on-campus student body at Charlotte of sufficient size to effectively serve demonstrated student employment needs at the University and the Living Church of God headquarters. Our intent is to provide Living Church of God young adults

with a central, safe place to go to college where they can be among like-minded peers, while learning and studying in an environment free of the liberal pulls of this world's educational system. To that end, we believe the optimum size for our on-campus student body at Charlotte for the next five years is about 25 students as we continue to grow our online enrollment to about 250 students.

A growing on-campus and online student body not only allows us to diversify the curriculum in areas of general

***Our Goal is to achieve a fall semester student headcount of not fewer than 275 students***

education, but also into more career-oriented disciplines as well, such as accounting, communication, business, health promotion, international relations and global studies, music and nutrition. As our online and on-campus enrollment grows, the University will need to add several part-time faculty members. Our immediate plan is to implement



the Associate of Arts degree program to provide a broad liberal arts education for students intending to pursue a bachelor’s degree.

The chart above shows the fall enrollment at Living University over a period of ten years and gives a conservative growth projection for the next five years.

#### Growing the Library

The focal point of on-campus student activity is the Library. To support our academic program, on-campus as well as online, requires a library of traditional and online resources. The Library augments classroom experience with the opportunity for independent learning and seeks to instill within the campus community a lifelong desire for the pursuit of truth and understanding through adequately developed resources and services.

The Library experienced significant continued growth in the last two years. The physical on-campus collection stands at about 15,300 volumes and we anticipate growth to about 27,500 volumes over the next five years as well as the addition of about 85,000 electronic books and titles for online access. This necessitates relocation of the Library from the Living Church of God headquarters building to another facility.

***Planning is a prerequisite to success***

# Creating A Campus

Young adults require community to thrive. Life in our campus community promotes Christian living, character development and servant leadership. Our goal is to provide an uplifting campus environment in support of educating our youth for Christian life.

**Additional student housing remains a high** priority in our strategic objectives in order to facilitate additional safe and affordable residential living opportunities for 25-28 on-campus students.

The University now has two beautiful, well-furnished homes (Sheryl Manor for women, and Redstone Hall for men) as student residences. These homes are adjacent to each other in a safe neighborhood about 4 miles from campus. They came to us thanks to the foresight and caring generosity of a long-time Living Church of God couple.

Each home comfortably accommodates a Resident Assistant and six residents. This allows us to comfortably house 14 students at a reasonable cost. Our immediate task is now to add two additional homes in the same complex.

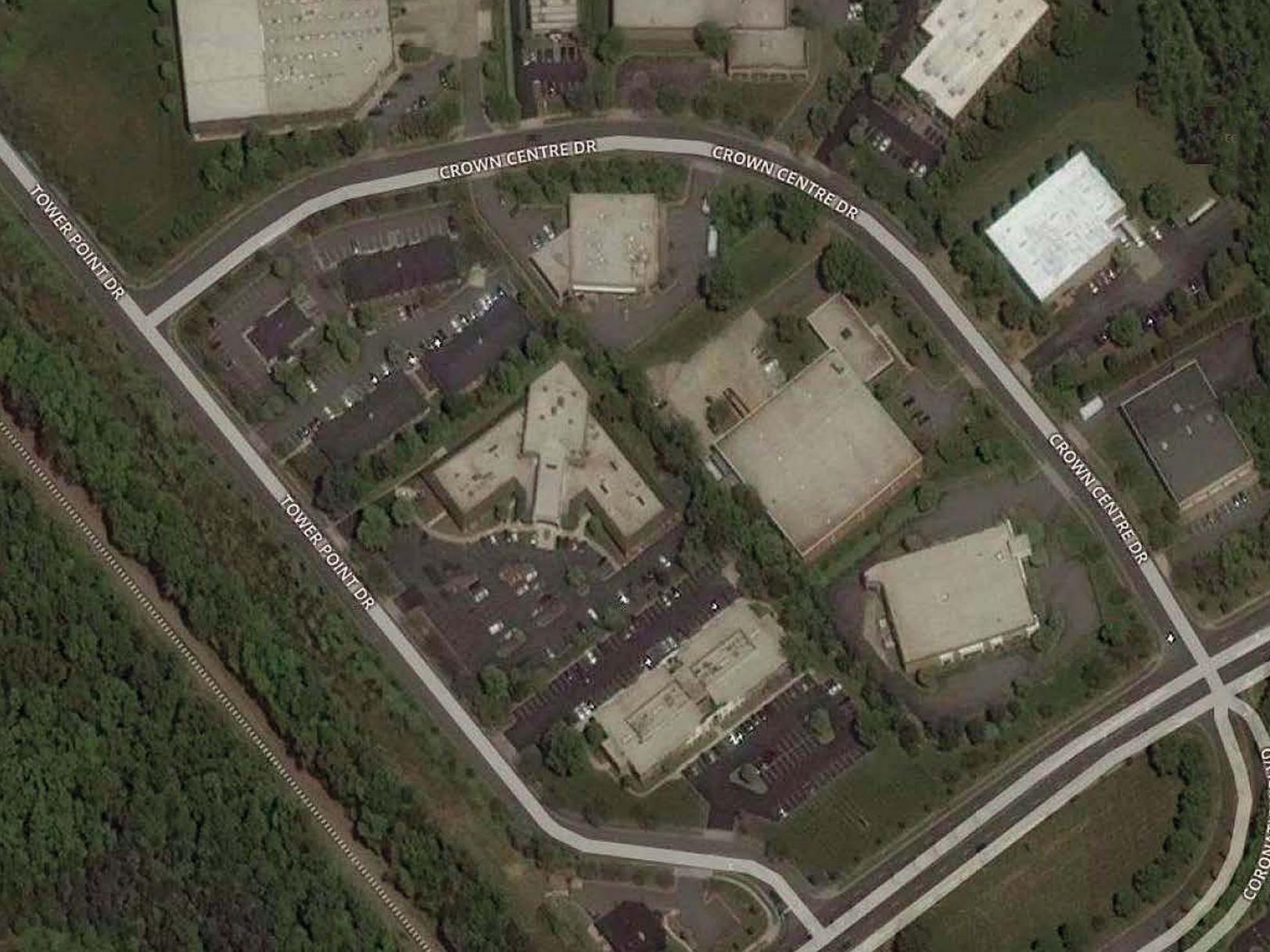
## **Transportation**

Over the next five years the University seeks to raise the funds to acquire two 10-passenger Ford Transit Vans to facilitate student transportation for field trips, to and from the student residences and the campus, to Sabbath services and for shopping trips.

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***A Campus  
Designed for  
Learning God's  
Way of Life***

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## Looking Forward

As the University grows and its operations expand there are several properties adjacent to the Church's existing site on Crown Centre Drive that could provide needed space through the acquisition process. The focus of our existing campus masterplan is on infrastructure development and relocating the University on Crown Centre Drive across from the Living Church of God World Headquarters building.

Having the University campus in close proximity to the expanding church headquarters complex should facilitate student work study jobs and communication. This would place the University campus within an area of about 12 acres bounded by Crown Centre Drive, Tower Point Drive and Sardis Road North, shown in the photograph above (photo courtesy of US Geological Survey). Our hope would be to eventually locate a student residence hall in this venue possibly utilizing the A shaped facility in the center of the photograph.

As we move toward that goal, our immediate attention focuses on attaining a standard-sized classroom, library expansion, faculty office space, and an area for the bookstore, sufficient

to support an enrollment of 25 on-campus students and 250 online students.

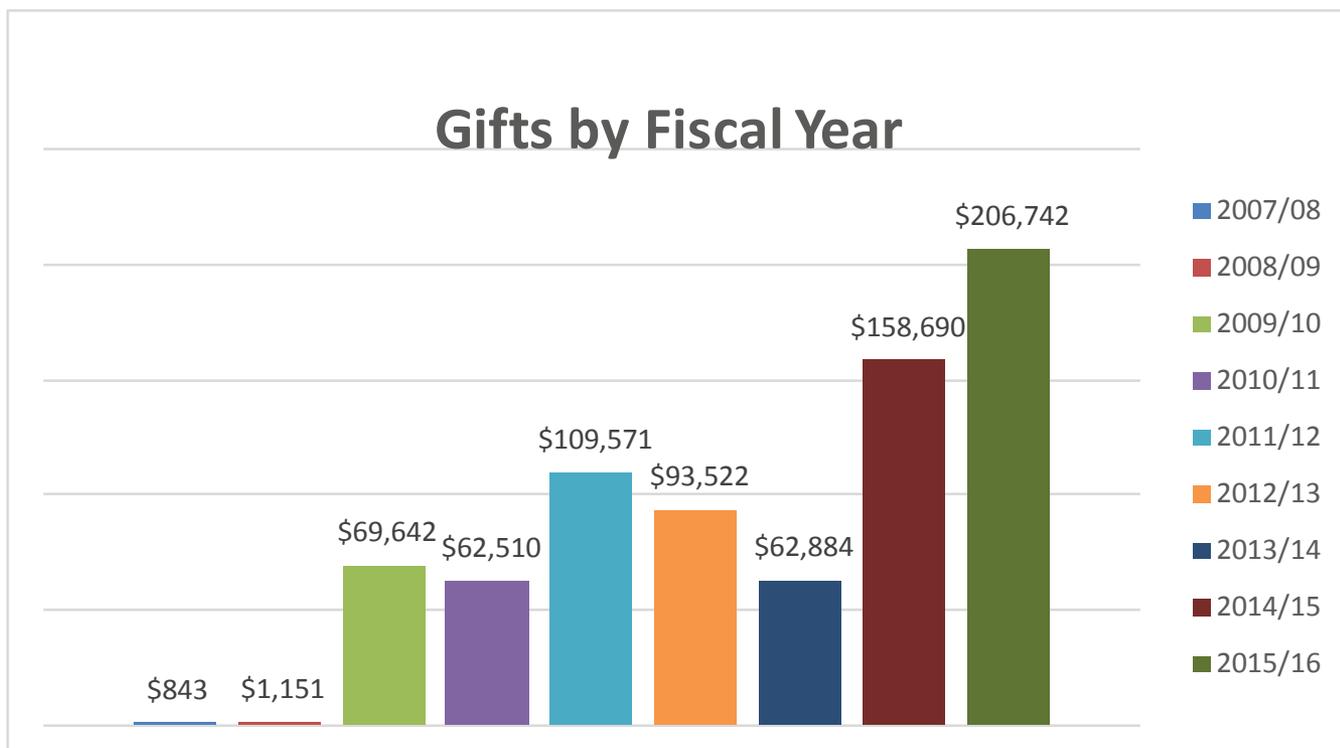
Our plan is to slowly expand through acquisition of various office condominiums in the proposed site as the need arises and funds become available. The condominium units are of varied size and some seem to be always on the market.

Campus master plans are operational documents that reflect functional relationships, environmental issues, vehicular and pedestrian traffic patterns, landscaping, recreational space, architectural character and possibilities for campus expansion. The intent of the LU Campus Master Plan is to create a vision for a campus over the next three decades that will create a campus legacy and embody academic strategic planning in the physical campus.

Our goal is to provide an uplifting educational environment in support of the University's holistic approach to the education of young adults for Christian life and servant leadership in the 21st century.

# Growing God's University

The University serves students around the world and continues to graduate servant leaders thanks to the generosity of our worldwide Family of Friends and Supporters. Current gifts from our growing Family of Friends and Supporters provided 24.7% of the University's revenue in the 2015-2016 fiscal year.



*We continue to need your financial help!*

Our Family of Friends and Supporters make a lasting difference at Living University. Their financial support enables the University to keep tuition costs low; to employ excellent faculty and staff; to acquire the necessary books, furniture, and resources to support the University library; to provide scholarships for individuals who do not have sufficient means to pay for all their educational expenses; to meet University operating costs; and to enable the University to acquire the physical space necessary to accommodate its growing operations.

Living University is tax exempt under section 501(c)(3) of the Internal Revenue Code. Donations to the University are tax deductible in the manner and to the extent provided by section 170 of the Internal Revenue Code. Donors can make an outright gift of cash or securities, give of their time, make a gift-in-kind, or make a planned gift. Both current and planned giving enables the University to effectively fulfil its mission. Do you know that many companies offer a matching gift program to encourage philanthropy among their employees? To learn if your employer participates in gift matching, visit [www.livinguniv.com](http://www.livinguniv.com) and select Giving to LU on the menu. Then click on Matching Gifts on the submenu.

## Planned Giving

**Living University seeks to recognize its donors who** have made provisions for the University in their estate plans through planned giving. By means of The Legacy Society, we honor and express our appreciation to our donors who have created permanent legacies at the University. The Legacy Society is an honorary association of men and women who through planned giving make gifts to Living University in their wills or living trusts, or they have made the University a beneficiary of a life insurance policy, retirement account, gift annuity, or charitable trust.

In addition to the tax and income benefits available through planned gifts, Legacy Society members:

- Are recognized each year in The Legacy Society Honor Roll;
- May retain their anonymity as a member of The Legacy Society if desired;
- Have full access to all donor services offered by the University; and
- Enjoy invitations to campus events, opportunities to meet with students, faculty, and University leadership, and gift recognition in the University's annual and capital campaigns.

Legacy gifts advance the University as a Christian institution of higher learning that is uniquely Christ-centered. Our faculty, staff, alumni and students hope you will consider becoming part of The Legacy Society by leaving a legacy gift to Living University. We like to honor our Legacy Society members, but upon request members may opt out of the use of their names.

We want legacy gifts to have a lasting influence in shaping the future of Living University. As you consider Planned Giving, our staff can provide information to help you and your personal advisor designate a gift that meets your charitable and financial goals. For more information or to learn how you can help, please contact us by phone at 704-708-2291 or by email at [advance@livinguniv.com](mailto:advance@livinguniv.com).

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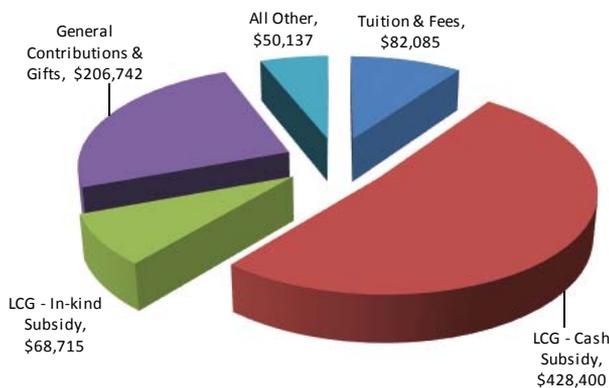
***We give our  
deepest thanks  
for the loyalty of  
our friends and  
supporters who  
have consistently  
donated to the  
University.***

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# Budget, Business & Finance

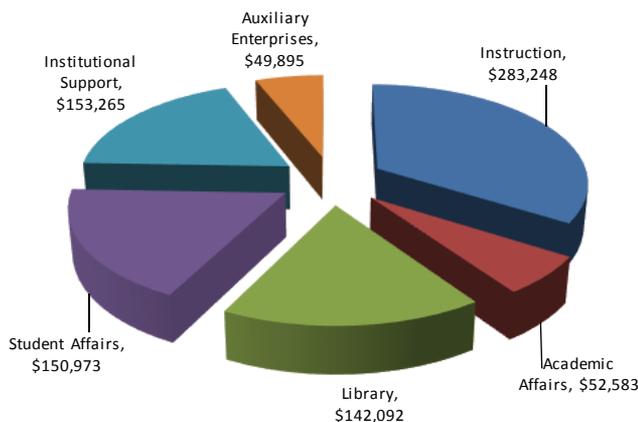
At Living University we seek to carry out our mission with the highest standards of openness, integrity and accountability. We endeavor to provide our friends, supporters, students and members of the interested public with timely information that is complete, accurate, and clear. Accordingly, on our website the University publishes its current audited financial statement, biennial report and IRS Form 990. Our independent auditor is Cherry Bekaert L.L.P. (Certified Public Accountants). At the right is their summarized Statements of Financial Position. To view these documents, visit [www.livinguniv.com](http://www.livinguniv.com), select About Us, and then select Financial and Other Disclosures. If you are not able to view these documents online and would like a copy, we will send one to you on request. Funding for the University comes from three sources—the Living Church of God (LCG), tuition and fees, and private donations. LU receives no government funds.

## Where Does the Money Come From?



**The University increased its net assets by 0.9%, from \$440,966 in 2015 to \$444,989 in 2016.**

## Where Does the Money Go?



## Statement of Financial Position

<b>CURRENT ASSETS</b>	<b>6/30/2016</b>	<b>6/30/2015</b>
Cash and cash equivalents	\$156,327	\$165,128
Investments	891	1,693
Accounts receivable	36,200	37,100
Other receivables	6,614	2,322
Prepaid expenses	19,640	11,862
<b>TOTAL CURRENT ASSETS</b>	<b>\$219,672</b>	<b>\$218,105</b>
Property and equipment, net	205,975	192,148
Library special collections	75,894	72,153
<b>TOTAL ASSETS</b>	<b>\$501,541</b>	<b>\$482,406</b>
<b>CURRENT LIABILITIES</b>		
Accounts Payable	\$34,690	\$18,137
Accrued Expenses	21,862	23,268
Student deposits	0	35
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$56,552</b>	<b>\$41,440</b>
<b>NET ASSETS</b>		
Unrestricted	\$399,989	\$440,966
Temporarily restricted	45,000	-
Total Net Assets	444,989	440,966
<b>TOTAL LIABILITIES AND ASSETS</b>	<b>\$501,541</b>	<b>\$482,406</b>

**LIVING UNIVERSITY**

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