

Point Loma Nazarene University

Key Insights Research Presentation | Board of Trustees

March 3, 2016

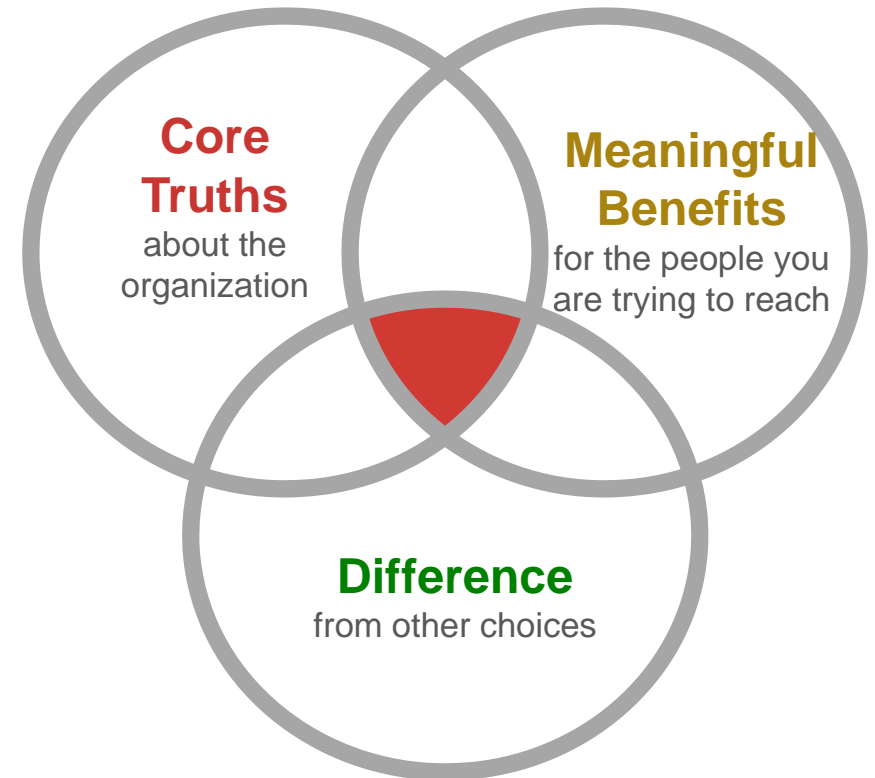


Point Loma Nazarene University What is True, Meaningful and Distinctive

22 Internal Stakeholder Interviews

Original Qualitative Research with 9 Segments of External Stakeholder Audiences

Audit of 13 Other Schools that PLNU “competes” with

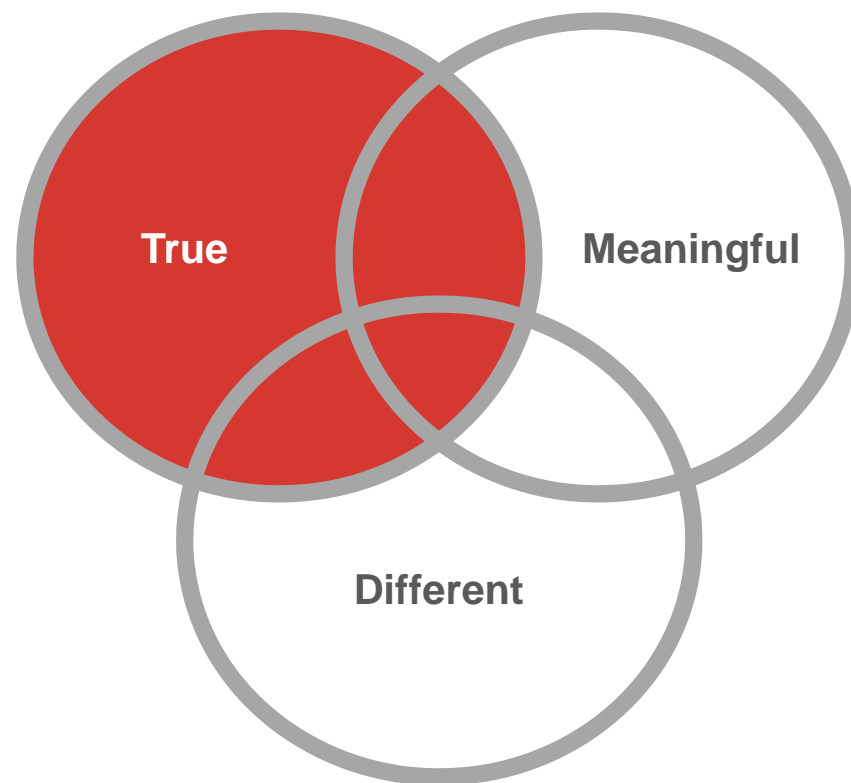


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Internal Stakeholder Insights True

8 Key Internal Insights

1. We're hungry to articulate what PLNU is all about.
2. Wesleyan is core to who the university is.
3. Critical thinking dominates the PLNU mindset.
4. "Teach, Shape, Send" remains central to the PLNU ethos.
5. The PLNU community is even stronger than we think.
6. We share a desire to be recognized for academic excellence.
7. PLNU students and grads stand out in a crowd.
8. PLNU is a place to develop your calling.



External Stakeholder Insights **Meaningful**

Point Loma Nazarene University External Stakeholder Insights

Mix of 4 online focus groups (46 people) and 26 1:1 individual interviews with purchasers and influencers

41 currently engaged with PLNU +
31 similar to PLNU constituents but not yet engaged
= 72 unique perspectives

22 Internal Stakeholder Interviews

Original Qualitative Research with 9 External Stakeholder Audience Segments

Audit of 13 Key Competitors

Students:

- 8 current PLNU undergraduate students
- 5 target undergraduate students (accepted but did not enroll)
- 5 current PLNU graduate students
- 10 current PLNU degree completion students
- 12 target adult learners

Other Stakeholders:

- 14 target undergraduate parents
- 4 current PLNU undergraduate parents
- 10 PLNU alumni
- 4 PLNU donors

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8 Key External Insights

1. At their best, Christian institutions provide transformative instruction.

While every university teaches knowledge, not every school provides transformative instruction and mentorship that can truly last a lifetime. The stronger the foundation developed while in school, the richer the fruit a student goes on to produce.

2. Faculty relationships inspire transformation.

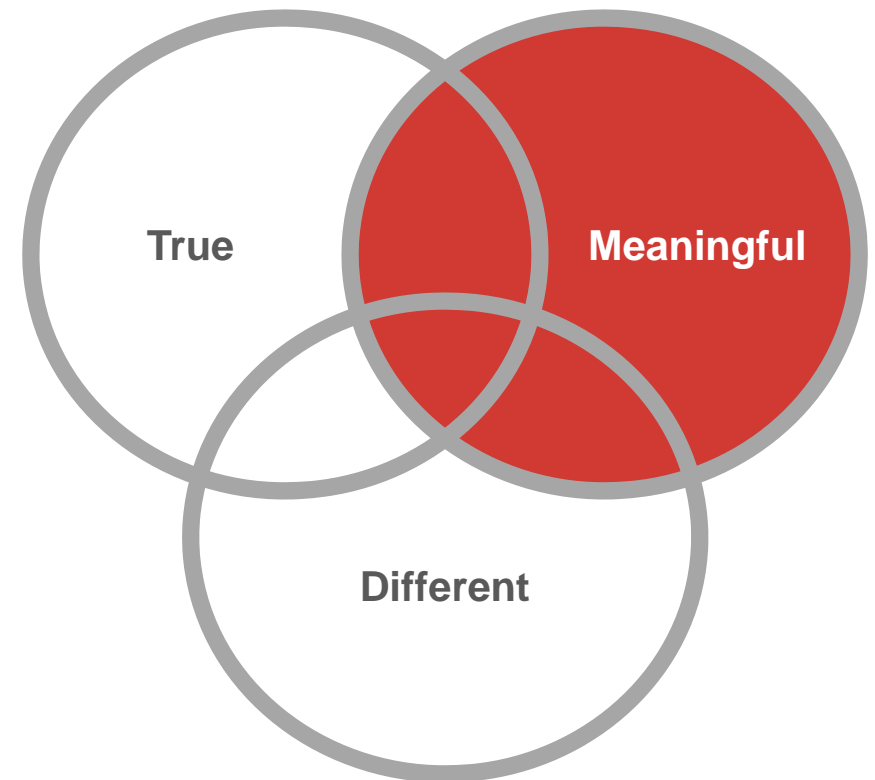
They are central to the impact the school has and carry many benefits, from socially incentivizing hard work to helping students discover a talent or passion they had never considered.

3. PLNU means prepared for a life of service.

Students, parents, donors, and alumni all saw PLNU as able to help students realize where and how they could best use their talents to help others — regardless of their field of choice.

4. “Nazarene” can carry perceptions of “narrow conservatism.”

While Christian education as a whole can be seen as narrow or restrictive, the lack of awareness and understanding around “Nazarene” may prevent even Christian audiences who would otherwise appreciate PLNU’s offerings from considering it.



8 Key External Insights

5. Not well-rounded, but *complete and whole*.

At its best, PLNU is seen as producing graduates who are passionate and equipped to focus on a specialized calling as mature and whole persons, capable of a life of fullness and balance.

6. Cost and convenience are adult table stakes.

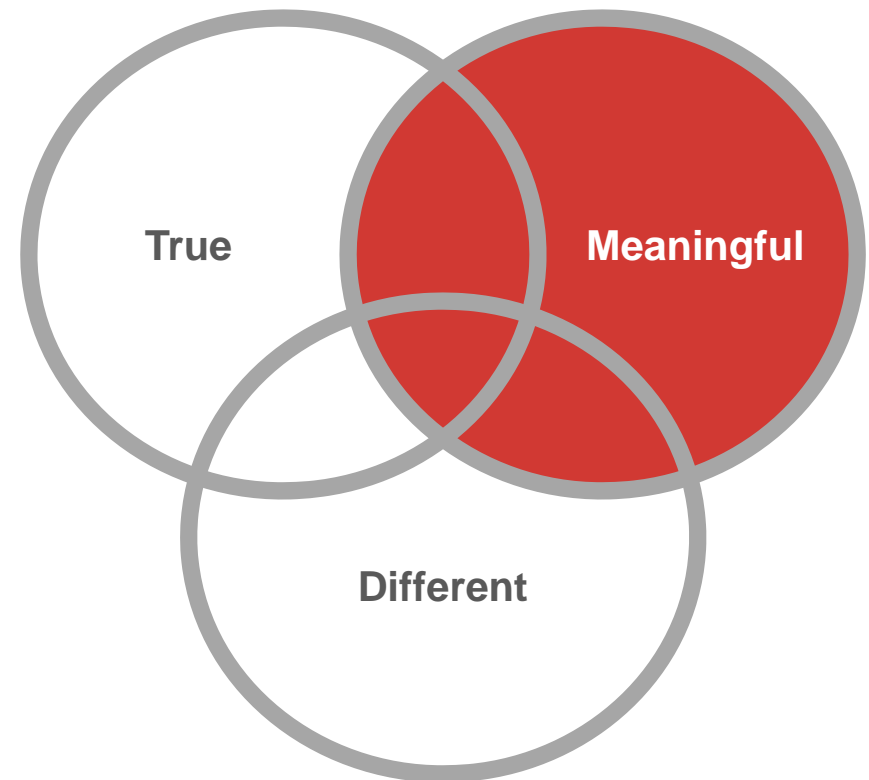
When more than one school offered convenience and affordability, students happily choose based on subsequent criteria — but they will choose a program with a less perfect “fit” in order to meet life and budget constraints.

7. Adults seek to be served *and* equipped for a new level of success.

This goal creates a serious expectation for customer service: “If I am paying to be equipped, I expect you to help me figure things out.”

8. Tension between adapting and holding fast.

While donors and some parents, students, and alumni desired PLNU to hold fast to its original principles, many parents and students (both current and prospective) hoped PLNU would become more progressive in certain areas. Even some Christian parents expressed concern that failure to embrace people of all backgrounds and preferences was sending the wrong message to students.



Strengths & Opportunities

- **Social Justice Mindset**

Among current and prospective students, this service orientation is an attractive trait that is true to PLNU's culture and values.

- **Faculty Access and Investment**

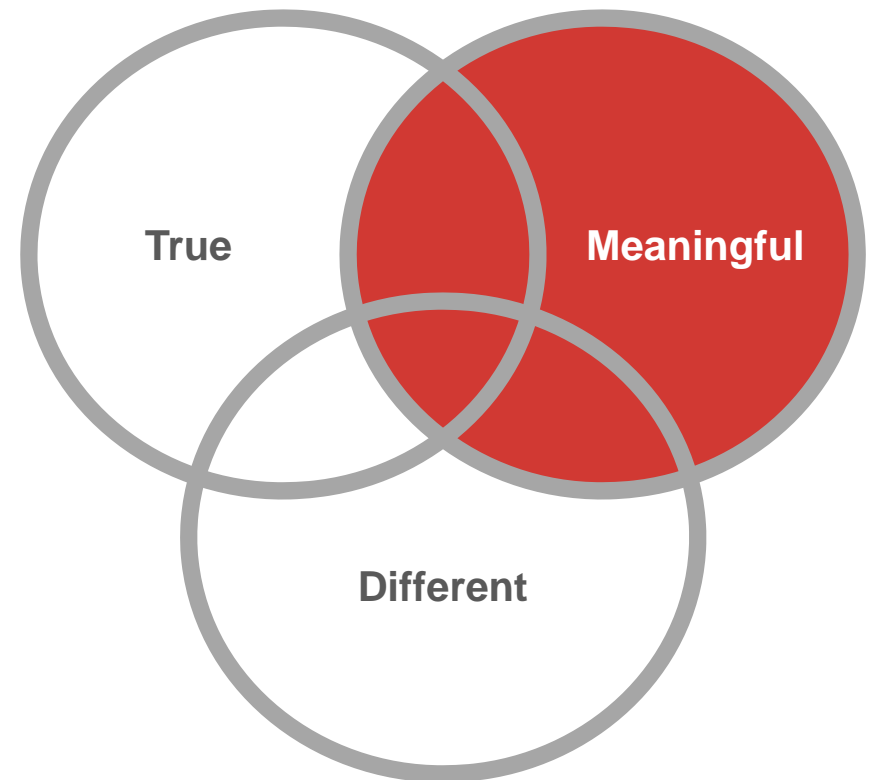
While prospective students might not understand the significance of personal faculty relationships on the front end, they will certainly value the accessibility and interest faculty put into each student's life and career.

- **Meeting Adults Where Their Needs Are**

PLNU has a track record of effectively designing program offerings that serve the career needs of working adults — and can build on that by thinking differently.

- **A Values-Based Learning Experience**

While not everyone will resonate with faith-based education, even non-Christian audiences respect and see benefit in the values represented by the faith foundation of the school.



Weaknesses & Threats

- **Limited Overall Awareness**

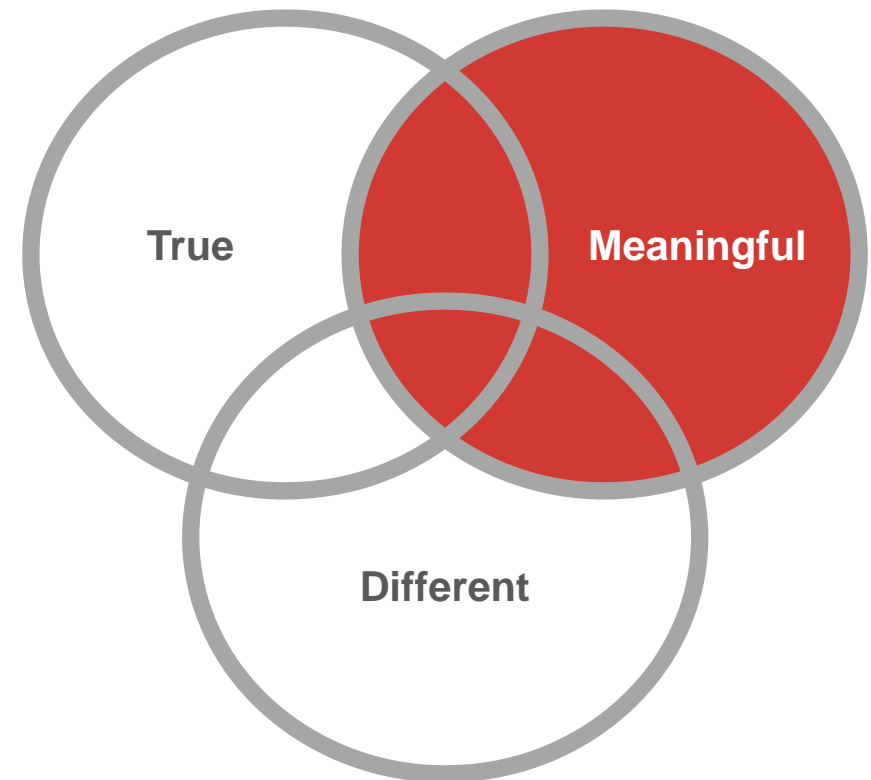
When the school is known, it is generally positive; however, overall awareness is limited even in San Diego (where PLNU has its strongest identity), with some extension into Southern CA and broader Christian spheres.

- **“Nazarene” Risks Incorrect Perceptions**

While differentiating, it does not always connote positive impressions to those unfamiliar with the denomination — and many are. **We must address the value of the Nazarene mindset to turn this perception around.**

- **Perceived as Pricey**

This could be a barrier among adult learners, for whom affordability is a major decision factor.



External Stakeholder Insights

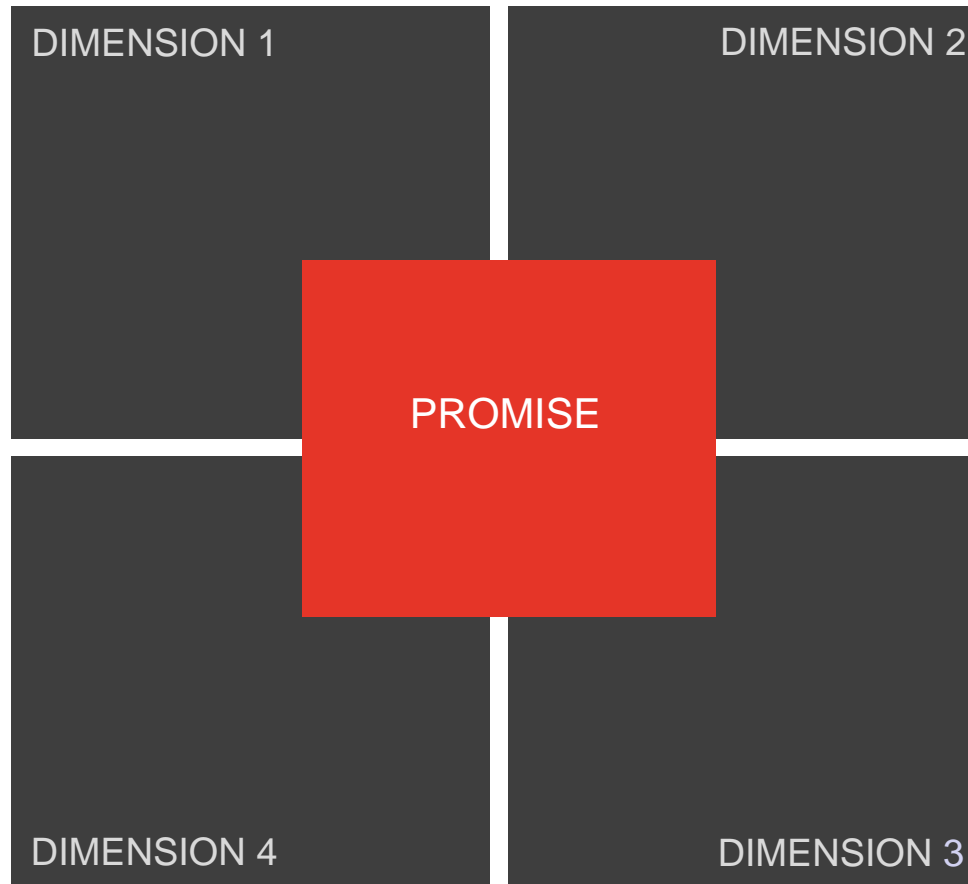
Different (competing choices)



the communication platform
the model

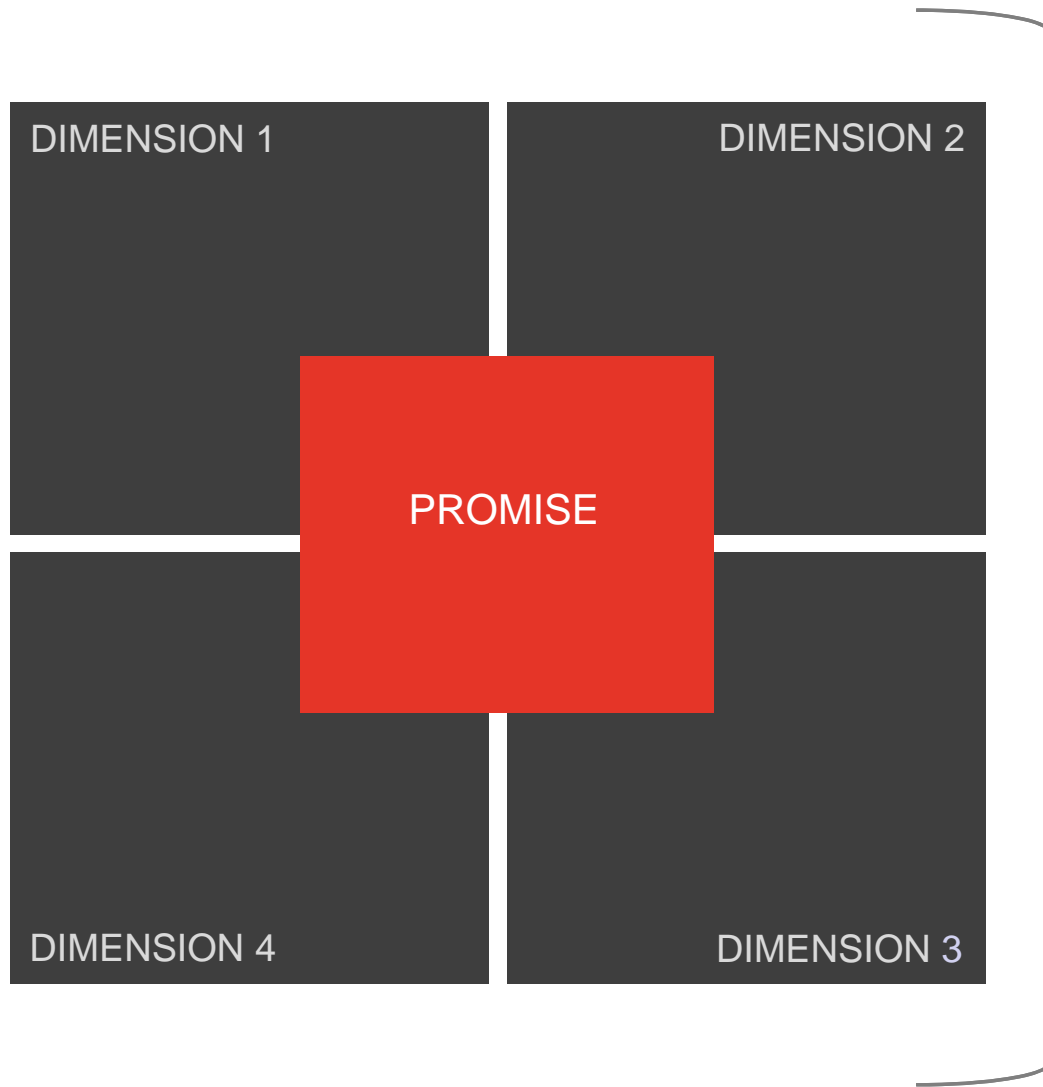
PLNU promise + dimensions

the “platform” model guides expression and behavior



PLNU promise + dimensions

the “platform” model guides expression and behavior



Promise is commitment

The ultimate benefit and result of engagement with the organization; the commitment at the **heart and soul of who we are** as an organization

Dimensions are perceptions

The perceptions we strive to own **in the minds of all who experience us**; we constantly work to reinforce them at all points of contact with the organization

Dimensions are the **decision filters** we use to deliver on the promise.

the PLNU communication platform

Point Loma Nazarene University Our Dimensions

*What kind
of traits do we model
and instill?*

Character Dimension

**Generous,
Rooted
Authenticity**

Engagement Dimension

**Inspirational Mentoring
and Service in an
Engaged Community**

OUR PROMISE

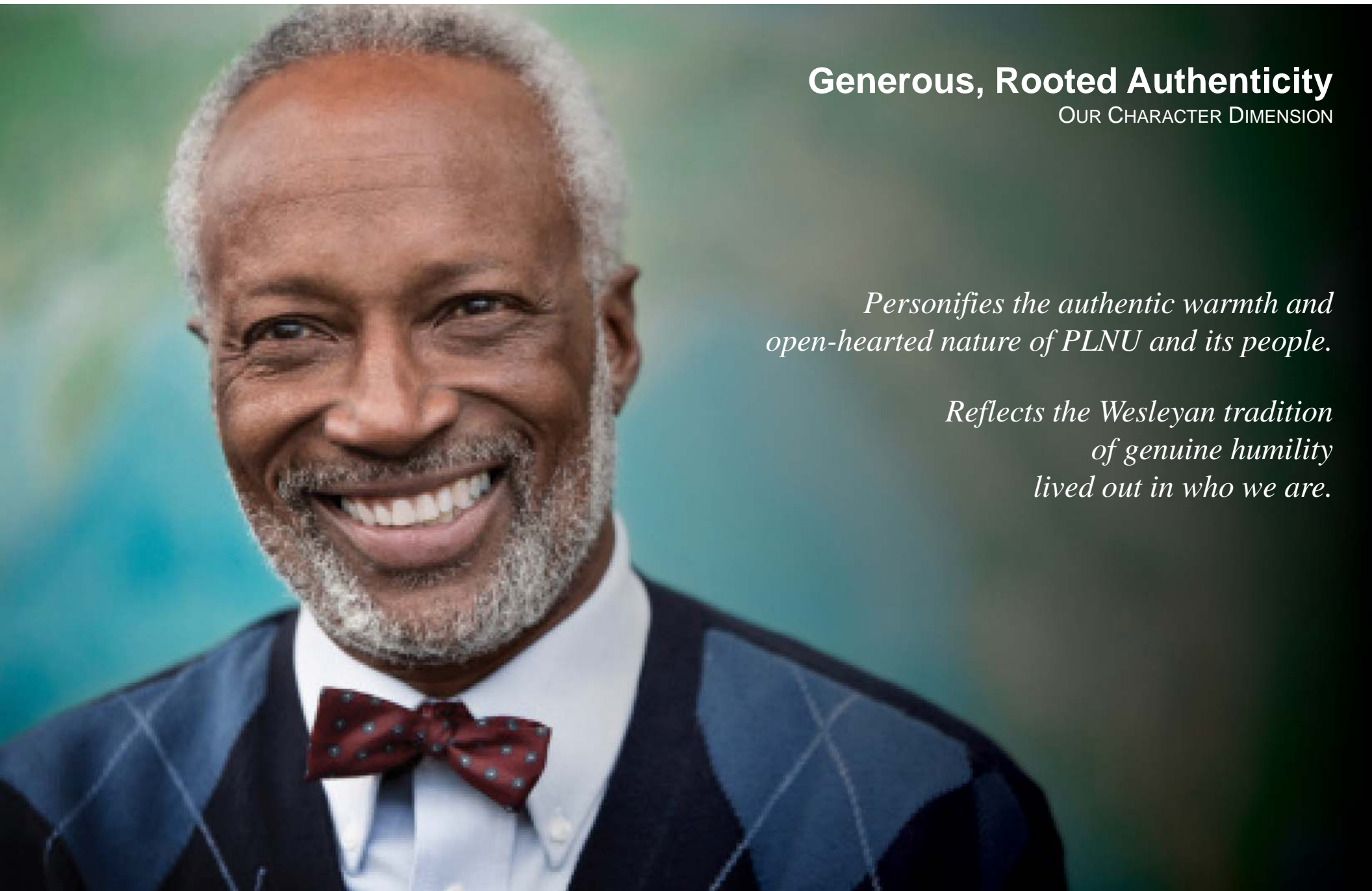
**Discovering & Cultivating
Your Full Potential**

Benefit Dimension
(Functional/Emotional/Self-Expressive)

**Critically Exploring
Life's Profound Questions
& Expert Knowledge**

Academics Dimension

PLNU PROPRIETARY INFORMATION



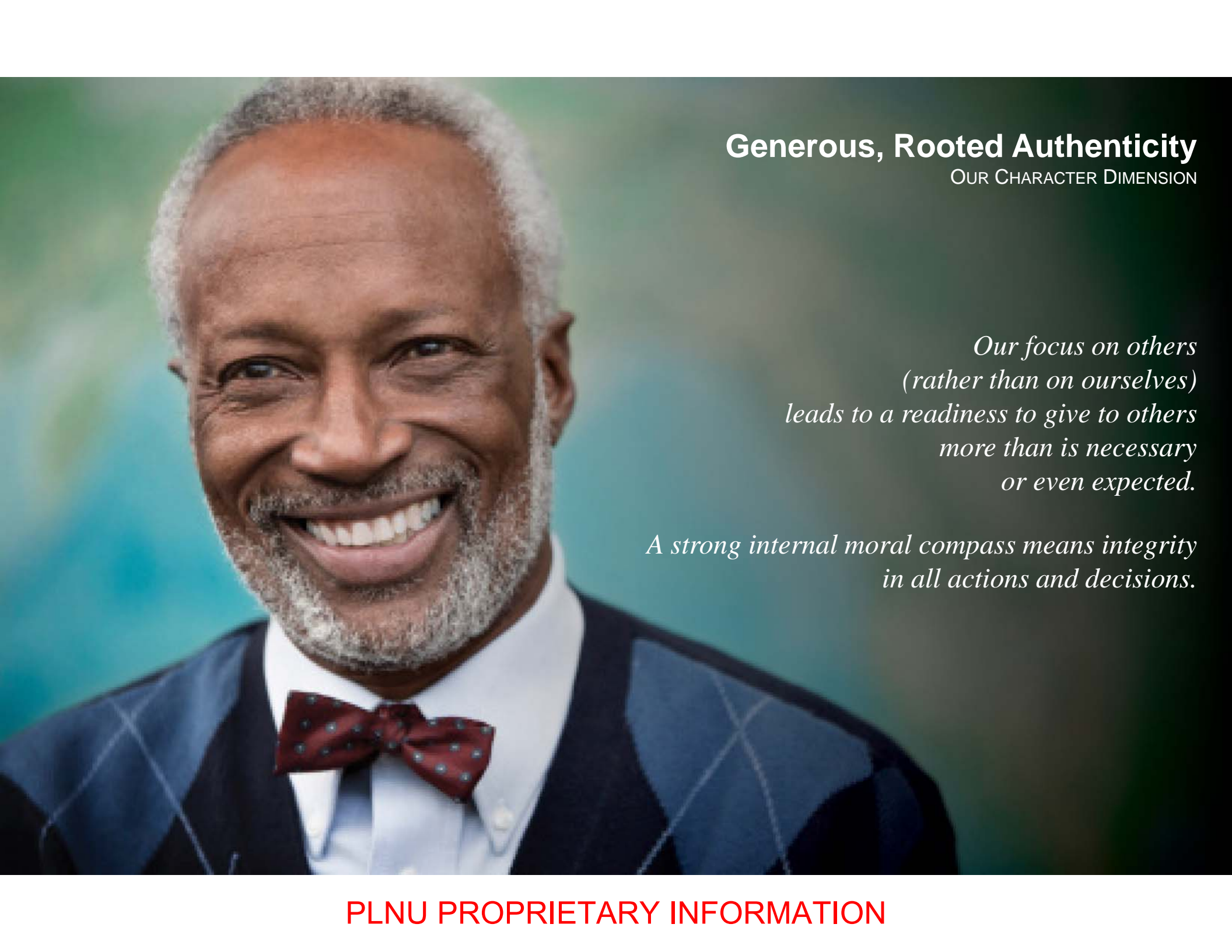
Generous, Rooted Authenticity

OUR CHARACTER DIMENSION

Personifies the authentic warmth and open-hearted nature of PLNU and its people.

Reflects the Wesleyan tradition of genuine humility lived out in who we are.

PLNU PROPRIETARY INFORMATION



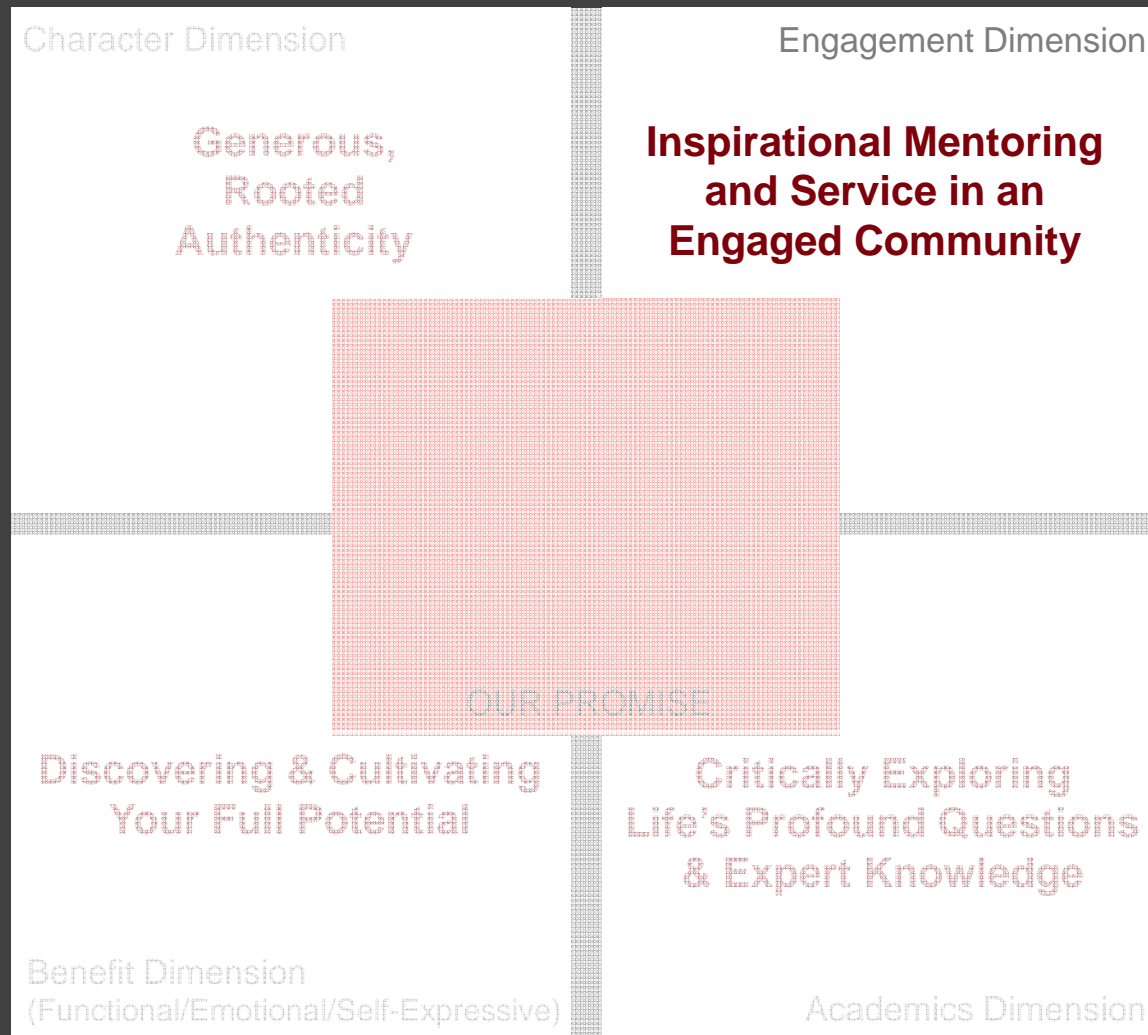
Generous, Rooted Authenticity

OUR CHARACTER DIMENSION

*Our focus on others
(rather than on ourselves)
leads to a readiness to give to others
more than is necessary
or even expected.*

*A strong internal moral compass means integrity
in all actions and decisions.*

Point Loma Nazarene University Our Dimensions



*How do we act
and engage with one
another — and the
world around us?*

PLNU PROPRIETARY INFORMATION



Inspirational Mentoring & Service in an Engaged Community

OUR ENGAGEMENT DIMENSION

*Exemplifies our practice of
Christ-like “servant-leadership” —
quietly influencing, guiding, and inspiring
others to do and be more
(versus telling and dominating).*

*Cultivating deep, honest, and engaged
human relationships that bring
a real sense of joy and togetherness
into our community.*



Inspirational Mentoring & Service in an Engaged Community

OUR ENGAGEMENT DIMENSION

Genuine modeling of personal, one-to-one learning and mentoring among and between students, faculty, and staff that inspires.

Our focus on external service to others is a core missional responsibility.

Our community itself is a quantifiable attribute; our “others-focused” mindset becomes an ingrained way of behaving that translates to a lifetime of faithful works and service to others.

Point Loma Nazarene University Our Dimensions



A photograph of three students in a classroom. A male student with dark hair and a purple hoodie is leaning over a desk, resting his chin on his hand and holding a pen. A female student with blonde hair and glasses is pointing at a laptop screen. Another male student with glasses and a beard is looking at the screen. The background is slightly blurred, showing other students and classroom elements.

Critically Exploring Life's Profound Questions & Expert Knowledge

OUR ACADEMICS DIMENSION

*An intentional learning environment
that challenges the way
faculty and students creatively think,
explore questions, pursue truth,
acquire and master information,
and apply learning to real life.*

*Recognizes the vital importance
of the acquisition and mastery of knowledge —
the critical facts, information, and skills required
to become expert in a field.*

A photograph of three students in a classroom or study setting. Two young men are in the foreground, looking at a laptop screen. One is pointing at the screen while the other looks on. A third student, a woman, is partially visible on the left, also looking at the screen. The background is slightly blurred, showing other students and classroom elements.

Critically Exploring Life's Profound Questions & Expert Knowledge

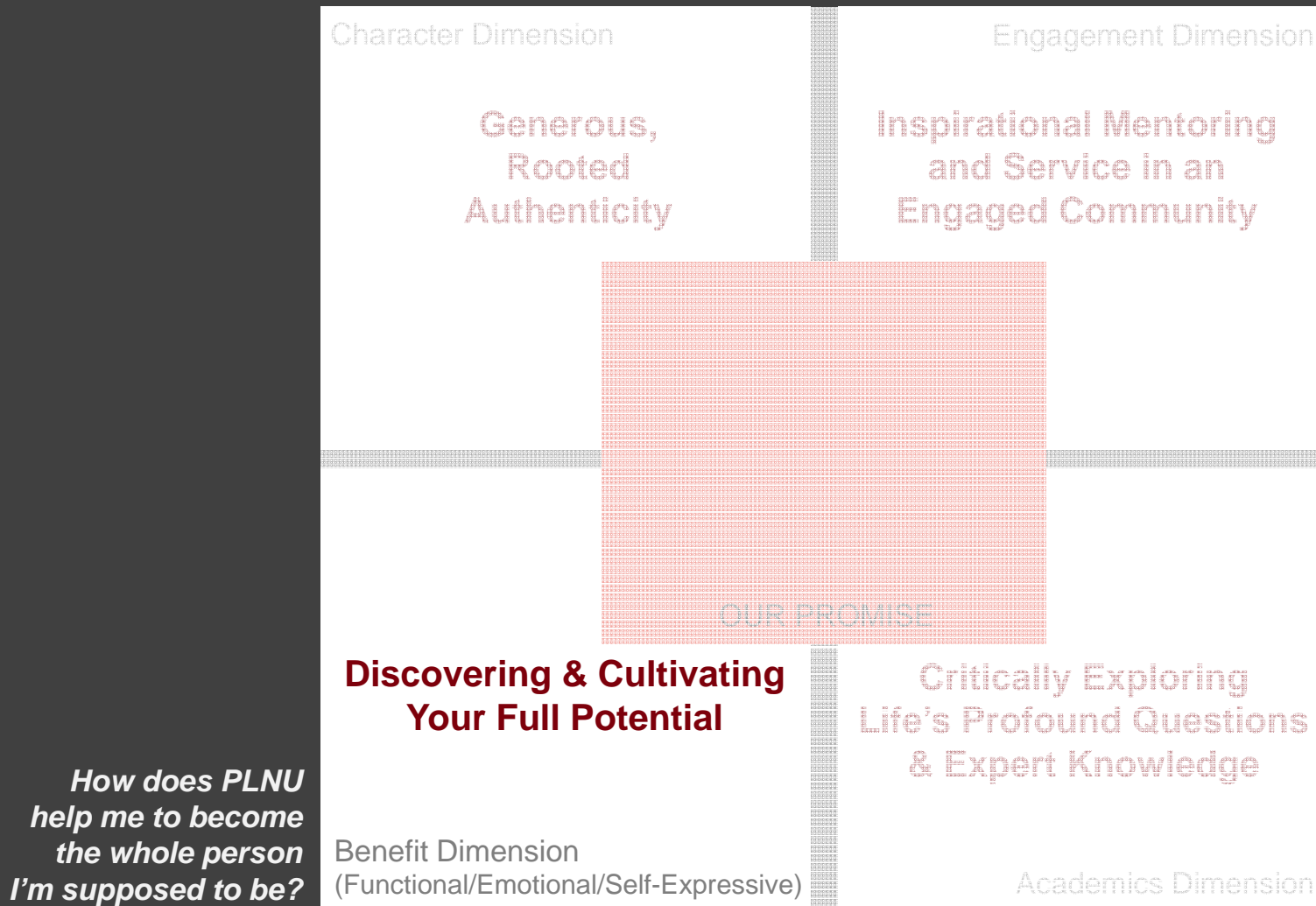
OUR ACADEMICS DIMENSION

*Sets the bar for a
high standard of academic excellence
rooted in dialogical exploration
and critical thinking
(not hard for hard's sake
nor pure intellectual competition).*

*Implies a unique Christian university attribute
of intellectual openness —
encouragement to explore deep ideas,
hard questions of life and knowledge,
and the pursuit of truth.*

PLNU PROPRIETARY INFORMATION

Point Loma Nazarene University Our Dimensions



PLNU PROPRIETARY INFORMATION



Discovering & Cultivating Your Full Potential

OUR BENEFIT DIMENSION

*The highly differentiating ability
to see and uncover the gifts and strengths
that individuals carry —
and a willingness to call them out
and cultivate those strengths
for individual student benefit.*

*The tangible outcome
of the personal investment
that faculty and staff make in each student.*

PLNU PROPRIETARY INFORMATION

A man with glasses, wearing a light blue button-down shirt over a white t-shirt and blue jeans, is sitting in a black office chair. He is positioned in front of a large, multi-paned window that looks out onto a city street. He is resting his chin on his right hand and looking out the window. The office environment includes a desk with a computer monitor and some papers to the left, and a whiteboard in the background. The lighting is bright, suggesting daytime.

Discovering & Cultivating Your Full Potential

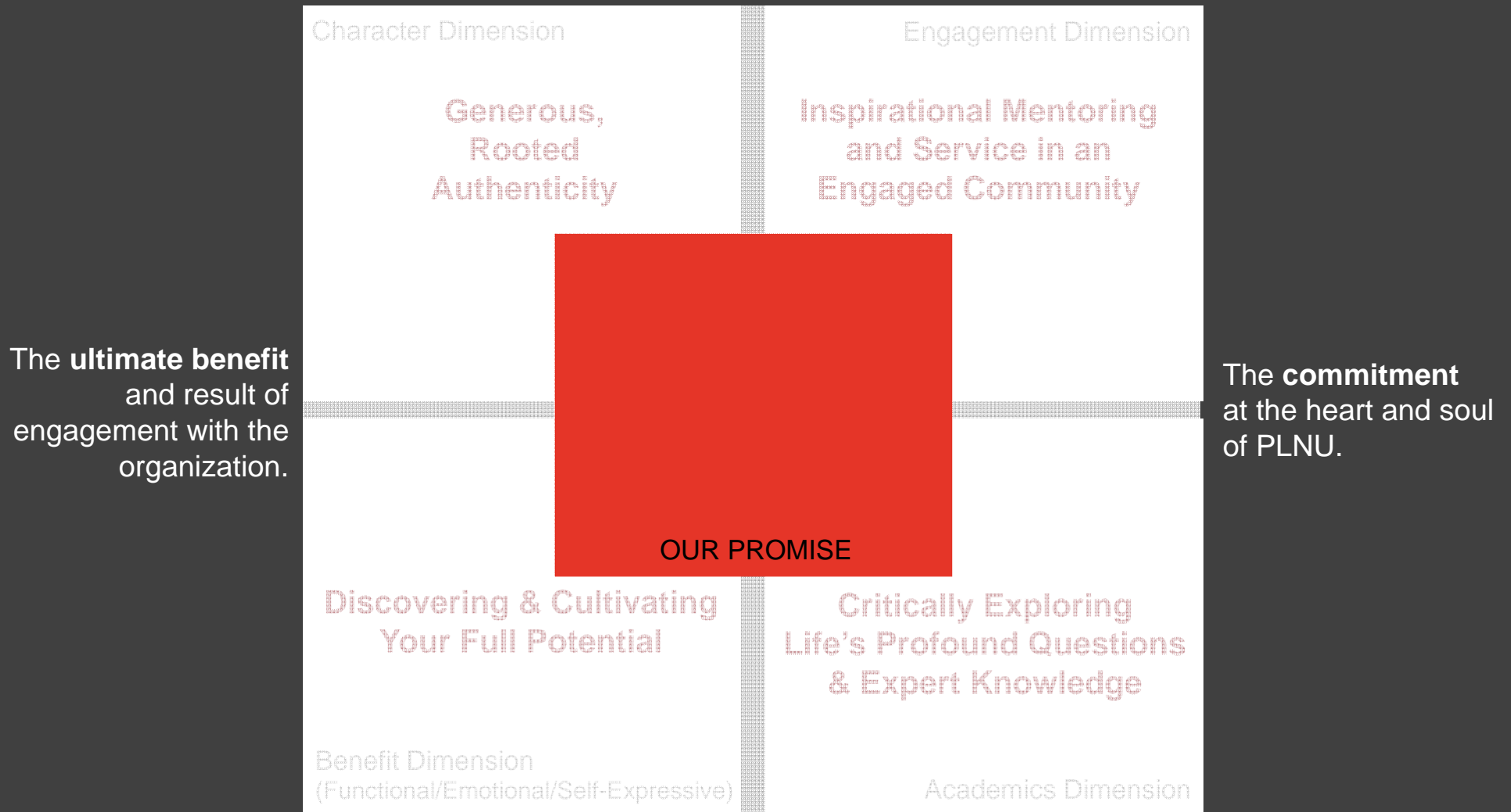
OUR BENEFIT DIMENSION

*Focus on both internal and external development
of the whole person
gives students both inner and outer
confidence in themselves.*

*Living a life at the intersection
of true passion and intentional learning
at PLNU leads to a life
lived to its fullest potential
and meaning.*

PLNU PROPRIETARY INFORMATION

Point Loma Nazarene University Our Promise



PLNU PROPRIETARY INFORMATION

Point Loma Nazarene University Our Promise



Fully Becoming Who You are Called to Be

OUR PROMISE

*Being confidently prepared
to live out your purpose and
accomplish your life's work
in a meaningful way.
(Who are you called to be?)*

*Recognizes that calling is authentic
to who you are and places value in
the spiritual gifting God has granted.*

*PLNU cultivates that calling
and those gifts
into lifelong vocation through
whole-student investment and development.*



PLNU PROPRIETARY INFORMATION

Fully Becoming Who You are Called to Be

OUR PROMISE

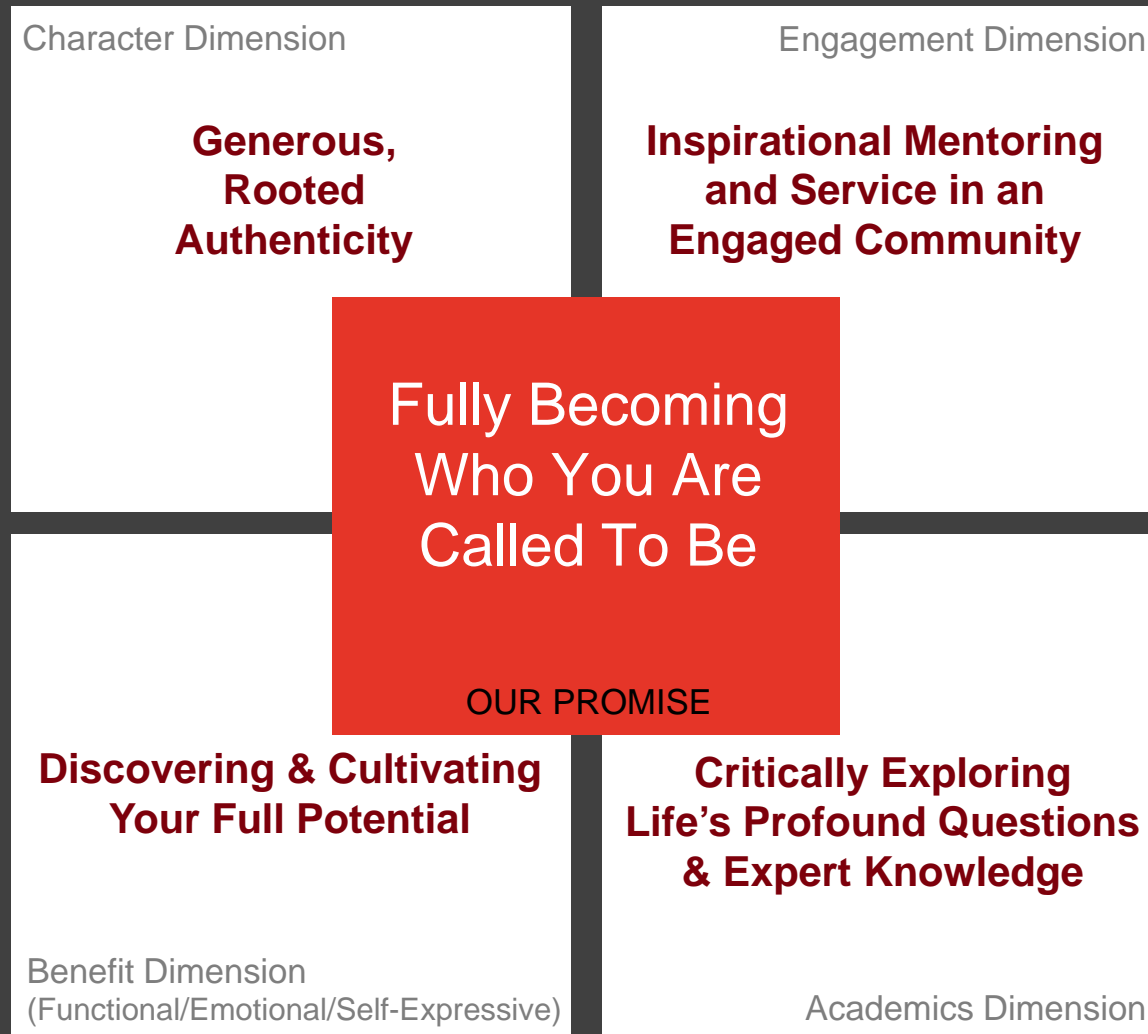
*The PLNU process of development
leads to transformational growth —
personally, professionally, and spiritually.*

*You are seen by others as
uniquely prepared to make
a difference in the world
in ways both great and small —
wherever the place is you happen
to be “standing in life”
at any moment in time.*



PLNU PROPRIETARY INFORMATION

Point Loma Nazarene University Our Platform



PLNU PROPRIETARY INFORMATION