

Strategic Planning Themes June 23, 2011

Enhance Student Learning: We will expand support for innovative programs that enhance student learning.

- Provide support for high-impact learning experiences such as: interdisciplinary classes and programs, student research (undergraduate and graduate), service learning, internships, leadership opportunities, first year experience and senior capstones.
- Develop and enhance student programs and experiences that deepen their connection with and compassion for the larger world (LoveWorks, study abroad, urban ministries, additional locations for undergraduate programs, etc). Use these experiences to further connect students' curricular and co-curricular learning.
- Explore ways to make use of technology in existing educational programs to better address the needs of students and prepare them for working in today's digital world.
- Continue to strengthen our commitment to a Christian liberal education and the expression of that commitment in the undergraduate general education program. This may include providing support for reading and writing across the curriculum, continuing to reduce the number of large classes, and maintaining the firm caps on the number of units in undergraduate majors.
- Create additional ways for faculty, staff and alumni to engage in discipleship and mentoring relationships with students. Research indicates that this is the best way for students to grow in their Christian faith and self-understanding, make connections between faith and practice and discern their life's calling (both professional and personal).

Strengthen Our Educational Community: We will strengthen the quality of our educational community by building a more vibrant learning environment.

- Create a forum for discussions about long-range vision for the institution (commitment to the liberal arts blended with select professional programs, the role of graduate programs, the impact of dividing the university into colleges, the role of Christian mentoring, the meaning of "liberal arts" in our context, etc.) and the connection with our Christian identity.
- Strengthen our PLNU community through shared experiences, better communication, enhanced cross-unit collaboration, intentional linkages between the curricular and co-curricular and faculty and staff worship and social gatherings.
- Continue the University's efforts to increase the cultural and ethnic diversity of the faculty and staff.
- Study and revise the support for faculty scholarship (e.g. the number of sabbaticals, release time for scholarship, funding for travel/professional development, etc) and create a system to help faculty plan and sustain their scholarly work.
- Strengthen the support of staff scholarship and professional development.
- Increase support for faculty development in the areas of teaching and the use of technology including support for Center for Teaching and Learning.
- Create a plan, in careful consultation with the end users, to complete the needed facilities work on the Point Loma Campus.

Increase Student Access: We will explore new avenues of student access to a PLNU education.

- Expand structures to support and retain first generation and culturally and ethnically diverse students.
- Explore new ways to enable community college students to earn a four-year degree from PLNU.
- Explore ways to provide the opportunity for more students to earn graduate degrees, post bachelors degree certification or continuing education from PLNU.
- Continue investigation with local communities seeking educational opportunities for students in order to extend the reach of our mission.

Foster Innovation and Agility: We will seek to increase the agility of our educational programs so that we can respond proactively to the changing environment of higher education and meet the needs of tomorrow's students.

- Develop a system that will allow for programmatic experimentation, innovation and pilot testing that is data/information driven.
- Create a clearly defined process for evaluating proposals for new sites and programs.
- Investigate ways to revitalize summer school.
- Provide decision makers, including department chairs, school deans and other unit leaders with ready access to vital institutional data and to accurate data comparing PLNU with other institutions of similar size and values.
- Provide unit leaders with some fundamental training in management, personnel issues and the navigation of PLNU systems.
- Also provide assistance and tools to unit leaders to help them look for efficiencies in their units, the effectiveness of what they are doing and ways to increase the agility of their systems.
- Develop a system of environmental scanning that considers trends and new opportunities.
- Create a fund to help support experimentation, innovation and pilot testing.

Demonstrate Accountability: We will continue to shape our programs to meet the needs of a knowledge economy and demonstrate learning outcomes in these programs.

- Fully develop PLNU's institutional learning processes including student learning outcomes, curricular and co-curricular program review and comparisons to benchmarks and other standards.
- Gather comparator data and determine which benchmarks should be use to measure excellence.
- Increase assessment support and assistance for curricular and co-curricular University units. This includes funding for training and support with data collection and analysis.
- Continue to strengthen our planning system that links strategic planning, assessment, program review, quality assurance and budgeting.
- Implement a multi-year budget planning process that will increase our effectiveness in aligning revenues and expenditures with planning to insure our competitive faculty and staff workforce, growing financial reserves, institutional financial strength, initiative development, and financial openness and accountability.