

## VISION STATEMENT

Point Loma Nazarene University will be a nationally prominent Christian university and a leading Wesleyan voice in higher education and the church – known for excellence in academic preparation, wholeness in personal development, and faithfulness to mission.

## BUILDING THE FUTURE: PLNU 2025

**PLNU Residential:** A vibrant, undergraduate, residential enrollment of 2,600 – 3,000 students in Point Loma.

**PLNU Extended:** New and expanded branch campus locations for 2,500 – 4,000 students in undergraduate and graduate programs, professional development, adult learning, and extended studies delivered through multiple learning modalities: face-to-face, hybrid, and online.

**PLNU International:** International study, service, and ministry opportunities enrolling and engaging 1,000 students annually.

**PLNU Mobile:** Providing services and enrichment opportunities that enhance the student experience, deliver needed resources, and extend PLNU's service and mission beyond the standard business day.

[www.pointloma.edu/strategicpriorities](http://www.pointloma.edu/strategicpriorities)



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Point Loma Nazarene University

# STRATEGIC PRIORITIES

## Implementation Report

November 2013



academics / faith / community

PLNU *forward*

## BACKGROUND

*Preparing effective leaders for a rapidly changing world...*

Rooted in our mission, vision, and university values, our strategic priorities build upon our successes to ensure the future quality and relevance of a PLNU education for all whom we serve. The rapidly changing context of higher education and the demands of an increasingly complex world require our planning and action to take a proactive approach to our future. While a strategic plan is not intended to describe all that PLNU must do in its pursuit of mission and vision, it is intended to identify priorities that point us toward the institutional quality and vitality that will be necessary to effectively serve our students and communities. These priorities are the result of broad input from across the university, which also incorporated environmental scanning data to help provide the future context of our work.

## MISSION STATEMENT

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

## PLNU CORE VALUES

- › Excellence in teaching and learning
- › An intentionally Christian community
- › Faithfulness to our Nazarene heritage and a Wesleyan theological perspective
- › The development of students as whole persons
- › A global perspective and experience
- › Ethnic and cultural diversity
- › The stewardship of resources
- › Service as an expression of faith

# 1/

## **STRENGTHEN OUR DISTINCTIVE LEARNING COMMUNITY**

In order to meet the educational needs of students in a rapidly changing world, we will innovate in our curricular and co-curricular programs to strengthen and enhance student learning.

### **Accomplishments in 2012-13**

- › Pilot tested the new First Year Experience (FYE) course.
- › Evaluated the ability of PLNU's fundamental technology systems to support current and future strategic needs.
- › Pilot tested the Degree Qualification Profile (DQP) as a means for assessing PLNU students' general learning.
- › Successfully completed the WASC Interim Report and developed an infrastructure for the next round of accreditation.

### **Plans for 2013-14**

- › Test a refined FYE that makes greater use of co-curricular experiences and small groups.
- › Adopt and implement Canvas as the new learning management system for all classes.
- › Continue conducting program reviews using the revised system.
- › Gather expanded learning outcome data on our general education program in order to make data-driven modifications.

# 2/

## **INCREASE EDUCATIONAL ACCESS**

In order to meet the educational needs of students in a rapidly changing world, we will create opportunities and strategies to increase access to a PLNU education.

### **Accomplishments in 2012-13**

- › Expanded summer school with an updated model.
- › Began work on strategic enrollment planning.
- › Expanded the summer academy for diverse middle and high school students.
- › Developed a plan for using the Liberty Station property for classes.
- › Continued to implement the four-year plan to grow the residential undergraduate student population by 200 FTE.

### **Plans for 2013-14**

- › Create the Office of the Dean of Extended Learning.
- › Set goals for new programs, locations, and student populations based on the information learned in the strategic enrollment process.
- › Increase the number of hybrid and online classes.
- › Identify specific actions and strategies based on the findings of the campus climate survey.

# 3/

## **FOSTER INNOVATION AND AGILITY**

In order to meet the educational needs of students in a rapidly changing world, we will design proactive strategies that ensure that effective educational programs and institutional systems are created to address the changing contexts in higher education and culture.

### **Accomplishments in 2012-13**

- › Pilot tested the "fast-track" academic approval system to approve select proposals for new academic initiatives.
- › Trained several faculty members in best practices in online course design so that an approval system for hybrid and online classes can be implemented.
- › Restructured the Office of Institutional Research under new leadership.
- › Made a first round of curricular changes based on the results of the Delaware Data Study.

### **Plans for 2013-14**

- › Submit a third year of data to the Delaware Study and use PLNU's longitudinal data for program modification.
- › Fully implement a formal system for the approval of hybrid and online courses.
- › Develop a set of important metrics, key indicators, and external benchmarks that will become part of institutional dashboards.

# 4/

## **ENSURE FINANCIAL SUSTAINABILITY**

In order to meet the educational needs of students in a rapidly changing world, we will grow and diversify our revenues, prudently manage our expenditures, and effectively use our physical resources to ensure long-term financial health.

### **Accomplishments in 2012-13**

- › Began a university-wide self-study based on internal and external data.
- › Refined the budget forecasting process, and included long-range (5+ year) scenarios.
- › Expanded PLNU's major gifts fundraising work which included a successful major donor event in April of 2013.

### **Plans for 2013-14**

- › Complete the self-study and prioritization process in all academic, administrative, and service units at PLNU, and implement the identified changes.
- › Continue work with major gift fundraising, and host a second donor event in April of 2014.
- › Refine systems for attributing costs and revenues to specific programs and activities.