

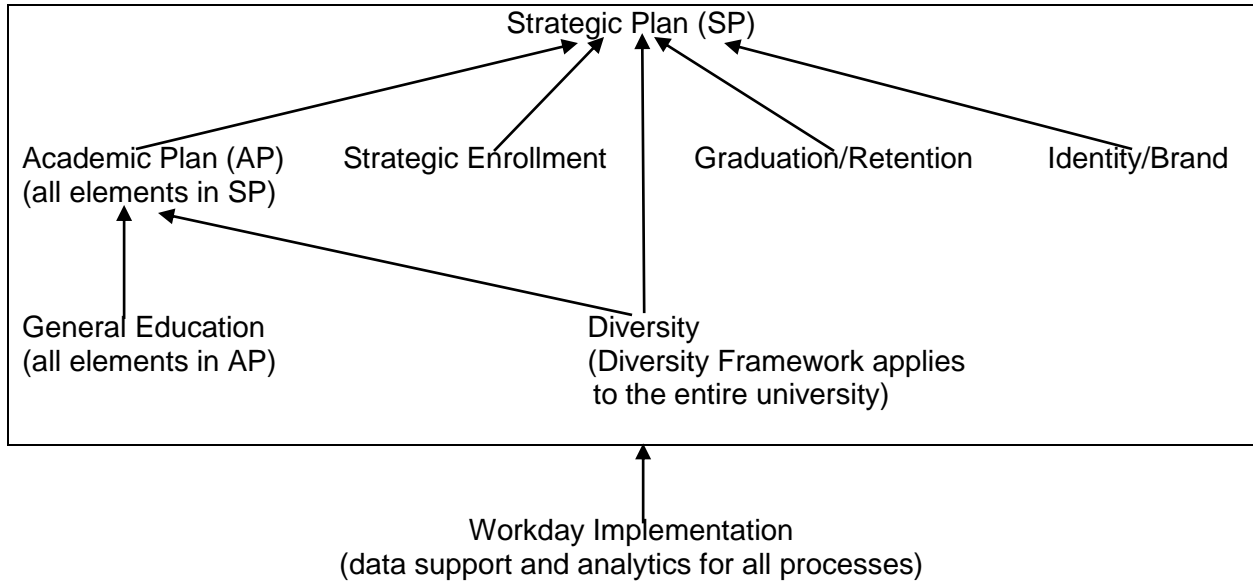
Timing and Prioritization of WSCUC Institutional Report Recommendations

From Section 8 of the Institutional Report:

The key projects listed below need to be carefully planned with specific timelines. PLNU recognizes that its last four years of intensive work and planning has created some level of fatigue on the part of faculty and staff, so the timelines developed must be created in light of that reality. The key projects are:

- **Strategic Plan.** Complete the strategic plan by taking the framework and fleshing it out with specific initiatives, timelines, and costs. Add to this plan the relevant sub-plans, such as the information technology plan and the facilities plan, which will be followed by carrying out the strategic plan.
- **Academic Plan.** Complete the academic plan by developing the framework into a robust plan with the relevant details and costs. This will be followed by the execution of the academic plan.
- **General Education.** Continue to build the body of general education assessment data and make use of this data as part of the general education revision indicated in the academic and strategic plans.
- **Curricular Assessment and Review.** Continue to refine and streamline the academic assessment and program review processes.
- **Co-Curricular Assessment and Review.** Develop and carry out a meaningful and useful system of co-curricular program review.
- **Diversity.** Define the particular actions PLNU would like to take with respect to developing cross-cultural proficiency in its faculty, staff, and students. Make sure those actions are connected with and implemented in the academic and strategic plans.
- **Strategic Enrollment.** Monitor the financial relationship between investment in new programs and new revenue generated. This is a critical part of tracking whether new programs are meeting the targets set forth in the strategic enrollment plan.
- **Graduation and Retention.** Support the work of the newly formed, multi-office university team that is building retention models to raise the traditional undergraduate 6-year graduation rate to 80%.
- **Workday and Data.** Complete the implementation of Workday, the university's new Enterprise Resource Program (ERP) and Student Information System (SIS). Make use of the reporting and analytic capacities of Workday to provide additional data to assist the university in planning and decision-making.
- **PLNU Identity/Brand.** Continue to shape PLNU programs and processes to focus on helping students to discern and prepare for their call.

This list represents the university's top priorities and was created after sifting through a number of other items that did not make it on to the list. As is shown in the diagram below, many of the bulleted items above are interconnected but were listed separately to indicate how PLNU is responding to particular issues highlighted in the Institutional Report.



Curricular Program Review
Co-Curricular Program Review

Item	Start	End	Period of Greatest Work
<p>Strategic Plan. Complete the strategic plan by taking the framework and fleshing it out with specific initiatives, timelines, and costs. Add to this plan the relevant sub-plans, such as the information technology plan and the facilities plan, which will be followed by carrying out the strategic plan.</p>	<p>Start of Framework: 2014-15</p>	<p>Plan with specific details and prioritized initiatives completed by June 2018. Plan to last through 2023.</p>	<p>September – May 2018 for prioritizing and calendaring plan.</p> <p>The intent is to spread the work out over the course of five years with attention to balancing the demands on human and physical resources.</p>
<p>Academic Plan. Complete the academic plan by developing the framework into a robust plan with the relevant details and costs. This will be followed by the execution of the academic plan.</p>	<p>Spring 2016</p>	<p>Last piece GE implemented 2020-21</p>	<p>2017-18 for the finalization of initiatives. These will be fed into the strategic plan for prioritization.</p> <p>Any GE reforms will not be implemented until 2020-21 so that work will lag behind some of the other initiatives.</p>
<p>General Education. Continue to build the body of general education assessment data and make use of this data as part of the general education revision indicated in the academic and strategic plans.</p>	<p>Some portions before + 2 full years</p>	<p>On-going</p>	<p>2019-21 period of curricular development and implementation.</p>
<p>Curricular Assessment and Program Review. Continue to refine and streamline the academic assessment and program review processes.</p>	<p>Several years ago</p>	<p>On-going</p>	<p>Summer 2017 and 2017-18 academic year. Adjustments made over the summer to include centers in the process, the Center for Teaching and Learning is going through the process now.</p>

Item	Start	End	Period of Greatest Work
Co-Curricular Assessment and Review. Develop and carry out a meaningful and useful system of co-curricular program review.	Spring 2017 for developing and updated system.	On-going	Summer 2017 and 2017-18 academic year. New templates were created for co-curricular program review and Athletics (Student Development) and International Ministries (Spiritual Development) are currently pilot testing the new process.
Diversity. Define the particular actions PLNU would like to take with respect to developing <i>cross-cultural proficiency</i> in its faculty, staff, and students. Make sure those actions are connected with and implemented in the academic and strategic plans.	On-going	On-going	
Strategic Enrollment. Monitor the financial relationship between investment in new programs and new revenue generated. This is a critical part of tracking whether new programs are meeting the targets set forth in the strategic enrollment plan.	2013	Ongoing	There was significant work when the initial programs were launched (Jan 2015-Dec 2016). Additional grad programs are being added and existing ADC programs have cohorts in new locations. The SEP Sub-Committee continues to review new proposals as well as monitor progress on existing programs. Profit/Loss analysis for 2016-17 underway and that will create a model for using our financial system to provide this analysis in the future. 2017-18 adjustment of some of the support systems for these new programs.
Graduation and Retention. Support the work of the newly formed, multi-office university team that is building retention models to raise the traditional undergraduate 6-year graduation rate to 80% (by 2023).	2016 (team formed)	2023	This work will be ongoing as part of the strategy to achieve enrollment targets.

Item	Start	End	Period of Greatest Work
<p>Workday and Data. Complete the implementation of Workday, the university's new Enterprise Resource Program (ERP) and Student Information System (SIS). Make use of the reporting and analytic capacities of Workday to provide additional data to assist the university in planning and decision-making.</p>	2015	2020 final deployment	<p>Jan 2015-June 2016 HR and Finance systems deployed</p> <p>November 2017-September 2020 Student system deployed (data and discovery work for the Student system is currently underway)</p>
<p>PLNU Identity/Brand. Continue to shape PLNU programs and processes to focus on helping students to discern and prepare for their call.</p>	Spring 2016 public introduction of university promise	On-going	2017-19 for the creation of new processes and community tools. New website launched in May 2017.