Transformative Leadership & Innovative Scholarship for a Changing Landscape

Strategic Plan
2016-2021
PRESIDENT’S PREFACE

John Jackson, Ph.D.

William Jessup University stands at a kairos moment in our history, a special season in temporal reality that contains eternal significance, a Kingdom opportunity that we must not and will not allow to pass by. Not content to be yet one more option in the field of Christ-centered higher education, we are passionate and committed to making a profound difference in the world for the cause of Christ.

Emerging from a glorious past, Jessup has come to embody an answered prayer, becoming northern California’s premier Christian university in a very short amount of time and one of the region’s most influential thought and personal development centers. Jessup has experienced unprecedented growth and expansion over the past seven years—enrollment has doubled, and Jessup has added 45 core and 12 administrative faculty members to serve its expanded programs and growing operations.

Challenged by recent legislative activity in California that targeted the faith-based colleges in California, Jessup strengthened its sense of purpose as a Christian liberal arts university by defining our identity more precisely in our mission statement and refining a Community Covenant that presents a common set of expectations, principles, and values for our life together. We remain concerned about future encroachment as we believe Christian liberal arts education provides a moral framework for public contribution that benefits our society. Jessup and other faith-based schools will continue to participate in positive fashion in the public square.

We have a compelling emerging expertise in 1) Bible, theology, and leadership; 2) business; 3) social services; 4) technology; and 5) the arts. Several years of successful academic program development has led to the creation of new traditional undergraduate programs in environmental science, biology, math, kinesiology, criminal justice, creative arts, and computer sciences; graduate programs such as the Master of Business Administration, Master of Arts in Leadership, and Master of Education degrees; and the inaugurations of a School of Business, School of Education, and a School of Christian Leadership. Jessup was recently recognized by the *Chronicle of Higher Education* as the 7th fastest baccalaureate non-profit institution in the country, and the fastest growing member of CCCU, for the years of 2005-2015. An incredible, if not record-breaking, amount of growth has been accomplished by any objective standard with the growth of our infrastructure by realizing the building of a new gymnasium, a new cafeteria, a new music building, new offices, new student residences, and most recently new science labs. Over 3,000 graduates now serve in vocational ministry, global missions, and in the marketplace as ambassadors of Jesus Christ. The visionary fire started 75 years ago—currently emblazoned on the Jessup logo—continues to burn brightly today. Jessup 4.0 has now arrived and the next season of our life is upon us.
MISSION

In partnership with the church, the purpose of WJU is to educate transformational leaders for the glory of God.

We fulfill our mission by preparing Christians for leadership and service in church and society through Christian higher education, spiritual formation, and directed experiences. We believe in the power of God to change people, communities, and culture. We are praying for, living for, and leading into revival.

VISION

The WJU vision is that our graduates will be transformed and will help redeem world culture by providing notable servant leadership, by enriching family, church and community life, and by serving with distinction in their chosen careers.

VALUES

• Jessup is Christ-centered, relational, and transformational.
• Jessup is about integration and formation.
• Jessup is unashamed of its commitments.
• Jessup is committed to the church.

DISTINCTIVES

• Christ-centered Relational and Transformative Higher Education
• Affordable Excellence
• Church and Business Partnerships
• Equipping Transformational Leaders
• Regional and Global Impact
• An Entrepreneurial Spirit Where Our Students Become Leaders and Funders of The Great Commission and Global-Impacting Initiatives
• A Leader in Integrated Learning
INTRODUCTION

The Board of Trustees, in conjunction with the President, casts the vision for the preferred future of the university, which in turn provides direction to the Executive Team as it coordinates strategic plan development and implementation. Since the arrival of President Jackson, we have operated with a series of strategic targets that have guided our growth through 2016.

PLANNING PROCESS

We have employed an adaptive action planning process to develop strategic priorities, which was initiated in fall 2015 and championed by the President and based on the university’s mission, vision, and essential documents. Following a collaborative qualitative methodology, working groups were established to propose growth targets that were in turn shared with a broad cross-section of internal stakeholders to determine needs and priorities. The working groups identified five categories: 1) culture, character, and mission; 2) curriculum, programs, and leadership culture; 3) student learning, support, and success; 4) infrastructure, information technology, and sustainability; and 5) advancement, development, and momentum. Each category contained a list of recommendations, which have been incorporated into four primary strategic priorities, serving as institutional imperatives that derive from the university’s vision and mission.

GROWTH ASSUMPTIONS

The strategic plan is being undertaken in the context of 2020 goals and targets established by the Executive Team:

<table>
<thead>
<tr>
<th>Student Population</th>
<th>Baseline (FA 2016)</th>
<th>Target AY2020-2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Programs</td>
<td>959</td>
<td>1159 (21%)</td>
</tr>
<tr>
<td>Graduate Programs</td>
<td>154</td>
<td>695 (351%)</td>
</tr>
<tr>
<td>Degree Completion</td>
<td>204</td>
<td>259 (27%)</td>
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STRATEGIC PLAN

Four goals have been identified as Jessup priorities for the next five years, each one expressing the heart of the campus community through self-reflection and planning processes:

1. EQUIP TRANSFORMATIVE LEADERS FOR KINGDOM IMPACT
2. ENCOURAGE INNOVATIVE SCHOLARSHIP
3. FOSTER A DIVERSE COMMUNITY THAT HONORS CHRISTIAN PRINCIPLES
4. SECURE A FINANCIALLY SUSTAINABLE FUTURE

Implementation

Members of the President’s executive team will oversee implementation of the strategic plan through the President’s Council, a representative committee of deans and directors who have identified action items necessary to achieve the goals. Working groups will design SMART goals for implementation of action items, identify metrics and evidence of completion, and determine budgetary long-term and annual impact.
EQUIP TRANSFORMATIVE LEADERS FOR KINGDOM IMPACT

Transformation is at the heart of all we do at Jessup. We affirm the power of the Holy Spirit to equip transformational leaders to change a heart, a home, an organization, a community, a culture, and our world. Therefore, redeeming world culture through individual spiritual transformation is critical to continuing our servant leadership ethos, embodied by the servant towels traditionally bestowed upon our graduates. Though it is difficult to accurately “measure the immeasurable,” and while we realize that we will likely never see the impact of these transformations this side of heaven, we will endeavor to measure transformation by evaluating how students think, what they value, how they behave, and how they exude different kinds of influence—relational, regional, and redemptive influence—for Kingdom impact.

Objective 1.1 Engage Students in Transformational Leadership in the Classroom, the Life of the Institution, and in the Communities Beyond

Goals

1. Achieve Campus Understanding of “Transformational Leadership”
2. Systematically Integrate Faith and Learning Across All Delivery Models
3. Ensure that Spiritual Development and Formation Activities Continue to Proliferate on Campus
4. Maximize Faculty Impact in the Classroom by Modeling Leadership Principles
5. Promote Leadership Reflection Through Development of Transformation Narratives

Objective 1.2 Elevate University Reputation through Excellence in Leadership Involvement in Church and Society

Goals

1. Emphasize Ministry Preparation for All Students, Regardless of Major
3. Create Professional Development Opportunities for Pastors by Linking the Church Community with a Cross Section of Interdisciplinary Faculty for Professional Enrichment and for Brainstorming Potential Activities at Church Campuses
4. Elevate and Guard the University’s Status within Region and State

Objective 1.3 Achieve International Recognition through Notable Graduates and National Ranking

Goals

1. Increase the Enrollment of International and Nonresident Students to Support a Globalized and Culturally Expanded Campus
SCHOLARSHIP
ENCOURAGE INNOVATIVE SCHOLARSHIP

Scholarship is the lifeblood of the academic enterprise. Isaiah 61:3 states that we are “oaks of righteousness, the planting of the Lord, that He might be glorified.” In this picture, Bible and Theology is our soil, the Humanities our trunk, and the life-giving work of the Spirit of God is our nourishment. We are a learning organization, as we invest in intellectual rigor with the belief that all truth—with all of the power, beauty, majesty, complexity, and simplicity of the created order—is God’s truth. Faculty are the culture carriers of our university, and when fully resourced can be a formidable academic and spiritual force. In order to respond to new knowledge, marketplace opportunities, and global need, we must innovate by multiplying adaptive and nontraditional options that are sustainable across multiple platforms while providing a high quality academic experience and maintaining a relationally connected learning environment.

Objective 2.1 Determine Clear Pathways for Student Thriving and Success
Goals
1. Facilitate Success and Degree Completion through Customized, Proactive Academic Advising and Resources
2. Ensure Purposeful and Coherent Integration of Academics and Student Life to Enhance Student Experience and Success
3. Address Needs of Diverse Student Populations
4. Multiply Field Experiences Including Summer Enrichment Learning

Objective 2.2 Broaden and Deepen Diversity of Scholarship in Discovery, Integration, Engagement, and Pedagogy
Goals
1. Support Original Research that Advances Knowledge
2. Distinguish Secular Approach (Search for Truth) vs. Jessup Approach (Understand Truth)
3. Create Partnerships by Promoting Scholarship with Other Institutions
4. Provide Professional Development Opportunities for Academic and Other Staff to Promote Pedagogy

Objective 2.3 Expand Innovative Academic Programs that are Sustainable across Multiple Platforms with Quality
Goals
2. Ensure Sustainability of Existing Programs by Evaluating, Assessing, Reviewing, and Renewing As Needed
3. Encourage Interdisciplinary Research via Implementation of Academic Research Plan
4. Create Intellectual Innovation District that Leverages Geographical Space to Create Faculty Externship Opportunities and Facilitate Partnerships with Local Government Entities and Businesses
FOSTER A DIVERSE COMMUNITY THAT HONORS CHRISTIAN PRINCIPLES

Jessup’s geographic location—proximate to the capital of the most populous state with the greatest economic influence and surrounded by the beauty of Northern California—is a gift from God. However, it is the people who comprise the campus community that make Jessup a special place. By creating an international network of scholars, colleagues, and partners and by developing international centers for scholarship and outreach, Jessup students can bring people to Jesus and Jesus to people across the frontiers of our world. But in learning how to communicate effectively across cultures, we have to start with cultivating an environment of healthy support and diversity within our community.

Objective 3.1 Cultivate a Culture that Respects the Value of People

Goals
1. Embed the Community Covenant in University Policy and Practice
2. Invest in Professional Development and Leadership Training for Staff and Faculty
3. Establish Evidence Based Decision Making and Continuous Improvement as Cornerstones of Resource and Policy Considerations

Objective 3.2 Promote Diversity within Student Body, Faculty, and Staff

Goals
1. Develop Organizational Resources that Encourage and Value Diverse Cultures and Opinions and Support an Environment of Respect
2. Promote Diversity and Balance—Ethnic, Nationality, Socioeconomic, Religious, and Gender—within Student Body, Faculty, and Staff
STEWARDSHIP
Raising broad public awareness of WJU and seeking clearly to establish a reputation for being highly ranked and broadly accessible as the premier Christian university in Northern California continues to be a priority. We seek to establish the necessary infrastructure capable of delivering a traditional undergraduate student population of 1100, a graduate population of 650, an adult degree completion population of 275 and a growing online presence, with facilities plans, allocations of office space, and planned replacements of information technology appropriately aligned to scalable yet God-sized growth metrics. By creating multiple streams of income, we can reduce our reliance on tuition revenue alone. As caretakers of God’s continued blessing for over 75 years, we must manage financial resources with transparency, disciplined decision-making, accountability, and forward thinking in order to achieve economic sustainability and financial health.

Objective 4.1 Increase Jessup’s Brand Awareness and Engagement through an Integrated Marketing and Communications Strategy

Goals

1. Conduct a Comprehensive Analysis of the WJU Brand Identity to Assess the Reputation of the University, Market Impact, and Opportunities
2. Implement a Brand Positioning Strategy/Plan that Differentiates WJU and Leads to a Compelling WJU Brand Identity

Objective 4.2 Increase Annual Operational and Program Margins

Goals

1. Balance Sheet Optimization
2. Increase Operational Income to Build Cash Reserves
3. Review Product Mix and Non Performing Revenue Streams for Optimization

Objective 4.3 Create a 5-Year Campus Master Plan Tied to Academic Program Development

Goals

1. Analyze Long Term Needs for Campus Infrastructure and Property Development
2. Create Capital Campaign Strategy for Future Building/Property Development