

Strategic Planning Document Update June 2018

Priority 1: Enhance Institutional Capacity for sustainability and growth

1.1 Financial Resources are to be allocated to academic and operational departments by increasing the use of independent, third party benchmarks and models to budget funds for strategic goals.

The University reviewed several consulting firms and individuals to assist in analyzing our situation. These third party representatives will be evaluated and some will be selected to assist the new President and his team in moving towards strategic goals. Examples of these consultant groups included EAB of Washington DC for strategic planning, Chuck Bruegemann on using co-curricular models for enrollment growth, Michael Ritter of RNL on enrollment development, Matt Osborne of LRAP on funding options for students, Tim Dietz, a consultant on financial matters, and Linda Myette, a consultant for development planning.

1.2 Align budgeting process to support planning for and achieving strategic priorities.

With a refined model for enrollment projections, budget adjustments were made in May in order to have a balanced budget. This also is used in June to help establish a five-year forecasting model in order to establish appropriate curricular and co-curricular projects to increase institutional resources. See the updated strategic plan attached as **Appendix II**.

1.3 Influential and innovative marketing ideas to increase enrollment.

The Director of Admissions published a list of key strategies for the faculty which continues to drive some of the recruitment efforts. In this document, he highlighted the refinement of the admissions processing of students, the recruitment funnel, international applications, special programs (flight program) for a limited number of foster youth reading to start college and (pre-flight program) for at-risk potential students who may be admitted provisionally. The paper also addressed admissions training and admissions marketing. Within marketing, key recruitment pieces identified for redesign included search pieces, quick facts, "SUMedia," a view book, and an academic program quick view.

Additional focus in June was related to our relationship with the Ruffalo Noel-Levitz organization and adjustments in terms of contract expectations with that organization. The relationship with LRAP was also evaluated. The MOU between the California Community College System and the Association of Independent California Colleges and Universities is still being finalized, but this agreement should be positive towards enrollment in that it established an MOU for Associate Degree Transfers (ADT) within the state.

1.4 Create a culture of improvement and long-term development of staff by educational programs.

With summer, many operations are simply covering for staff on vacation. The Student Life staff participated in June at the Association for Christians in Student Development (ACSD). Also T9 training for Title IX leadership was included. The Veterans Success Center director also participated in some specific training this month.

1.5 Incorporate data driven methods to develop sustainable enrollment projections and matriculation.

The proposal from EAB provides excellent market research for academic programs and may have great value. Their proposal is under consideration. Again, data in the renewed RNL agreement should also help with the development of sustainable enrollment projections and student matriculation. Using strategies from the consultants in the past month, the leadership team has developed a data driven model to evaluate potential Net Revenue Generators based on enrollment and expenses. All new proposals as well as an evaluation of current programs will use this model to evaluate the potential return on investment (ROI). Potential programs will be rank ordered based on the ROI and other data compiled.

1.6 Meet unrestricted giving goals.

June saw the acceptance of an estate gift that was significant. Total gift revenue from May 1 through June 30 was \$146,495. The Development Staff are working with the new President and a consultant to reposition the department to generate relational growth with Simpson's constituencies and to generate financial resources. One key constituency that must be emphasized in the next year is church relations (especially within the Christian & Missionary Alliance). In addition to unrestricted giving goals, the President is working to establish a "Strategic Initiative Fund" (SIF) to help cover the additional costs of new initiatives without impact the institution's reduced budget.

Priority 2: Enhance Institutional Capacity for academic sustainability and innovation

2.1 Refresh and repackage academic programs.

The faculty is completing normal program review tasks and reports, assessment of ILO #5, and working on the Academic Prioritization Process (modified Dickeson Model). A copy of the Academic Prioritization Process is attached as **Appendix I**.

Additional conversations took place in June exploring potential collaborative relationships with other institutions and/or organizations that could help offer micro-certifications with Simpson as well as exploring other opportunities such as 2+2 or 3+2 degree programs involving Simpson University. Some of the contacts are with accredited institutions in the United States; other contacts are with international schools.

2.2 Expand emphasis and opportunities for student research.

The faculty is preparing course materials and research opportunities for Academic Year 2018-2019. The interim Provost is working the library staff in evaluating how to enhance our service to students for the next academic year in the midst of recent budget cuts.

2.3 Enhance a campus culture of scholarship.

Faculty members are preparing materials for the next academic year and/or working on personal research/writing projects. Several are also attending conferences. Details of these activities will be reported back at the Fall Faculty Orientation in August.

2.4 Establish general education/CORE department.

This strategic plan is being significantly changed in order to better serve the college at our current size and structure. See the next iteration of the Strategic Plan. This repositioning on how to manage general education is critical in light of the new Associate Degree Transfer (ADT) agreement between private colleges and universities with the California Community College system.

2.5 Center for Learning and Technology (CELT) improving educational technology.

Working with the IT department, CELT is updating software and working on faculty training agendas for fall. Staff is evaluating the best practices document for online education from WISCHE as integrated into all regional accrediting standards. Of concern in June are multiple outages for our online students with our learning platforms. IT has been working to stabilize the platform.

Priority 3: Develop a Campus Community that is Intentionally Diverse, Socially Aware, and Environmentally Engaged

3.1 Achieve Hispanic serving institution designation.

The interim Provost and the Director of Admissions are planning to attend the C&MA regional Hispanic Conference at Alliance Redwoods Camp in early July. The Seminary has gained approval for C&MA district scholarship funds to help with a second year of Seminary courses offered at the Woodland site in Spanish.

3.2 Engage Simpson's constituencies and others in the question of how Christians should best respond on the most important cultural issues of the day.

The focus of the campus during June is preparing for next academic year and the transition of various personnel. The Strategic Planning Team are working to update the plan and how the University speaks into how we address culture.

3.3 Strengthen the connection of the Veterans Success Center and veterans with the broader university campus.

The Director of the Veterans Success Center, working with facilities, completed a new Veterans Remembrance Garden on campus which will be dedicated in September. This change of date for the dedication is to enhance the student population and community population at the event.

Priority 4: Strengthen the Simpson Student Experience that is Transformative and Holistic

4.1 Identify signature co-curricular programs that will enhance SU distinctiveness.

With vacation schedules and with the Strategic Plan being updated, the committee targeted to identify signature co-curricular programs was deferred until after the tweaking of the strategic plan. They will meet in July. By way of perspective, more than 200 student-athletes represented Simpson University during the 2017-18 academic year on 12 different athletic teams.

4.2 Involvement of all TUG students in meaningful/educational service: World Serve missions trips, Strike Teams, leadership development, internships and service learning.

Since 1994, 2,054 students on 329 different teams have served in 111 unique locations around the world. In our 2017-2018 cycle, we sent 9 teams with a total of 57 students and 4 sponsors (staff & alumni). The teams served in Chicago IL (urban center), Middletown CA (fire relief), Albania, El Salvador, Guinea, Laos, India, Taiwan, and Thailand. Approximately 15 students are engaged in summer credit-bearing internships and other service learning activities includes 22 students working in Conference Services this summer at Simpson University.

4.3 Expand the Academic Success Center into a “One Stop Shop” for all student service programs.

The Director of the Academic Success Center, the Dean of Students and the interim Provost discussed potential strategies to increase the effectiveness of the Success Center in serving students on campus. This discussion impacts the adjustments to the next strategic plan.

4.4 Increase the retention rate for all first-time, full-time freshmen to consistently be 80% or better by 2021.

The Dean of Students and interim Provost worked on a strategy to engage faculty in interaction with at-risk students during the first two weeks of the academic year using the College Student Inventory by Ruffalo Noel-Levitz. Experience suggests that faculty, student life staff, and the success centers should work in a coordinated manner to serve incoming students. Training will take place at the Faculty Orientation in August.

According to the 2017 IPEDS report, the retention rates for first-time bachelor's degree seeking students by attendance level was 82% (full-time retention) compared to our comparative group at 76%. It should be noted in the same report however that our Graduate rate within 150% of the normal time was 47% compared to our comparative group at 54%.

POSTSCRIPT:

Attached to the June Report is a draft copy of the Strategic Planning Document 2018 Update. This attachment is **Appendix II**. As people review the document, suggestions and comments can be submitted to the interim Provost for the Strategic Planning Team to review. The President and interim Provost will meet in July with faculty and four open faculty and staff groups for additional discussion.