



VISION 2026:
SIMPSON UNIVERSITY
A SECOND CENTURY:
BUILDING ON THE PROMISES





HISTORY & BACKGROUND



HISTORY



Simpson University was founded in 1921 as Simpson Bible Institute. Established in Seattle, WA, the school was named in honor of Albert Benjamin Simpson, a Presbyterian minister who helped pioneer in the Bible institute movement in the late 19th century. A.B. Simpson also founded The Christian and Missionary Alliance and wrote over 70 books. His training program initially offered a two-year program of study; the school (i.e., The Missionary Training Institute) was designed to promote spiritual growth and prepare students for Christian life and service, especially overseas. This was the original model on which Simpson Bible Institute was founded.

By 1940, Simpson offered programs in theology, missions, bible and music. By 1945, it officially became the western regional school of The Christian and Missionary Alliance. The Alliance is a movement and denomination within the Keswick or Higher Life Movement of evangelical protestant Christianity. Initial accreditation was obtained in 1951 through the Accrediting Association of Bible Colleges (now known as the Association for Biblical Higher Education).

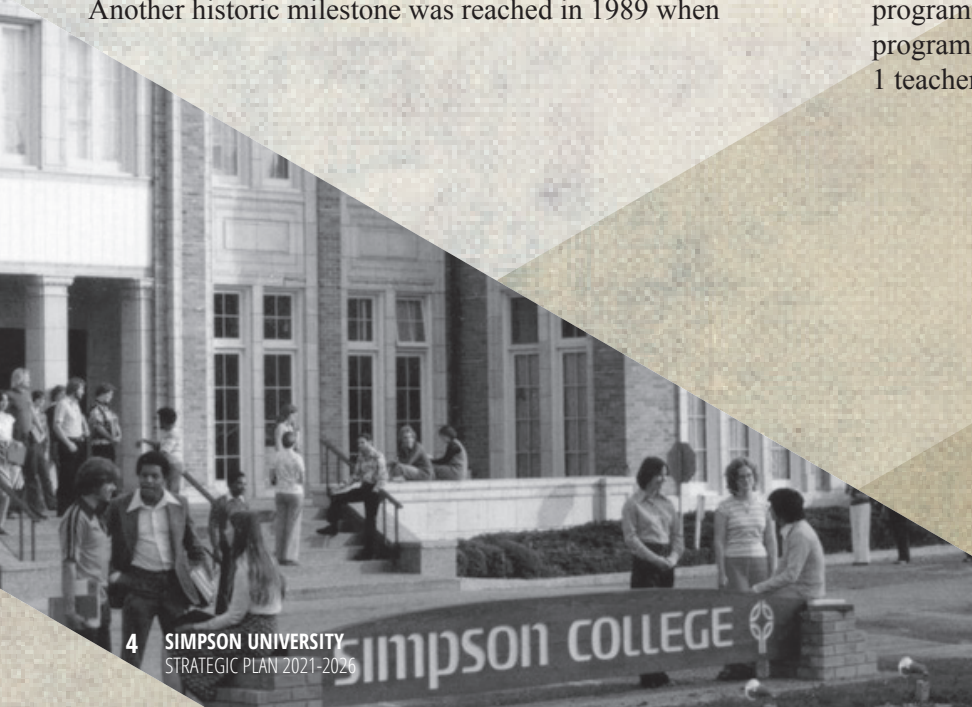
In 1955, the Institution moved to San Francisco, CA, and its name was changed to Simpson Bible College. Over the years, the college continued to broaden its academic offerings; by the time the half-century mark was reached in 1971, it had become a more comprehensive Christian college, offering liberal arts and professional studies as well as biblical studies. That same year, the name was changed again to Simpson College. Regional accreditation was gained with the Western Association Schools and Colleges Senior College and University Commission (WSCUC) in 1969.

Another historic milestone was reached in 1989 when

Simpson relocated to its current property in Redding and began building a new campus. Since the move, total enrollment grew from 200 to more than 900 students. In 2004, Simpson College became Simpson University. In addition to its traditional four-year undergraduate program, the university has expanded to include a School of Education, the Betty M. Dean School of Nursing, a School of Adult and Graduate Professional Studies, and the A.W. Tozer Theological Seminary.

Since opening its doors, Simpson has graduated almost 15,000 students. Current students represent more than 30 Christian denominations and a multi-ethnic student body, with over half representing people of color- 42% of which are Hispanic. Students come from 37 states plus 15 foreign countries. In March 2021, the University became officially designated as a Hispanic Serving Institution (HSI) by the federal government. There are 40 full-time faculty and approximately 90 adjuncts. The faculty reflect a broad range of evangelical backgrounds. Many faculty and staff are experienced with international teaching and public service, including some in Christian ministry.

By the Fall semester of 2021, University enrollment numbers indicate 674 undergraduate students in 12 traditional undergraduate programs and 4 degree completion programs. There are 194 graduate students in 5 graduate programs (2 seminary programs, 1 professional counseling, 1 teacher education, and 1 organizational leadership).



NARRATIVE

Since moving to Redding, California, in 1989, Simpson University has faithfully carried out its mission, added numerous academic programs, and built its physical campus to its present size.

As Simpson University rises to meet a new and challenging horizon beginning its second century, it continues to offer a formal education marked by rigor and excellence, synthesized in the context of a vital Christian worldview. We combine biblical literacy, liberal arts thinking, pre-professional and professional education, rising to the challenge of “developing each student in mind, faith, and character for a lifetime of meaningful work and service in a constantly changing world.”

Simpson University enters this new era, replete with an array of complex challenges facing higher education, just like our first one hundred years. In this new era, we choose to rise and engage our future through careful study and purposeful response to an evolving market. In order to thrive as a Christian university we commit to adjust our paradigm to establish a culture of evidence that enables us to use data in our academic and financial decision-making. We offer market-sensitive curricular and co-curricular programs aimed at attracting a more diverse student body. We are achieving our enrollment expectations while raising faculty and staff standards for mentoring and modeling spiritual formation to the next generation of leaders through experiential education. Yes, we present Jesus to a new generation that have different questions.

2022 represents perhaps the strongest financial year in Simpson’s history. The University improved its financial ratios based on governmental requirements, ended the year in the positive, established appropriate depreciation, and refinanced its institutional debt. While this does not mean the Institution is flush with revenue, this is important to include in the narrative as it does impact our perspective on our future.

AS PART OF OUR CENTENNIAL CELEBRATION,

WE IDENTIFY AND HONOR THE FIFTEEN INDIVIDUALS WHO HAVE SERVED THE SCHOOL AS PRESIDENT DURING THE FIRST ONE HUNDRED YEARS. THEY INCLUDE:

- **William W. Newberry**, served in Seattle from 1921-1926
- **Rev. W.C. Stevens**, served in Seattle from 1926-1927
- **Thomas J. McCravan**, served in Seattle from 1927-1929
- The school was closed during the Great Depression by the C&MA General Council, from 1930-1933 along with other training institutes; the R.G. Le Tourneau Foundation helped relaunch Simpson Bible Institute with financing because of considerable debt.
- **Rev. W.I. McGravey**, served in Seattle from 1933-1934
- **Rev. J.D. Williams**, served in Seattle from 1934-1945
- **Rev. Raymond L. Cramer**, served in Seattle from 1945-1948
- **Rev. E.R. Dunbar**, served in Seattle from 1948-1950
- **Rev. Paul S. Allen**, served in Seattle and San Francisco from 1951-1963
- **Rev. Joseph C. Wenninger**, served in San Francisco from 1963-1969
- **Rev. Mark W. Lee**, served in San Francisco from 1970-1987
- **Francis W. Grubbs**, served in San Francisco and Redding from 1987-1992
- **James M. Grant**, served in Redding from 1993-2006
- **Larry J. McKinney**, served in Redding from 2006-2013
- **Robin K. Dummer**, served in Redding from 2013-2015 (interim) and 2015-2018
- **Norm D. Hall**, served in Redding from 2018 to present

KEY MILESTONES

- We established a zero-based budgeting process tied to a stakeholder infused strategic plan
- Our academic leadership established protocols and a scheduled cycle to evaluate programs annually
- We completed a 30-year bond refinance, fully funded depreciation for the first time in 100 years
- We moved our Department of Education composite score from 1 to 2.5
- We right-sized our personnel for the current size of the Institution
- We grew our student population three years in a row while significantly increasing our multicultural student body, as well as international faculty, staff & students
- We renovated our student commons (the student union and dining facility)
- We aggressively expanded our curriculum into STEM related programs (digital media, computer information systems, and engineering)
- Simpson is now recognized nationally as a Hispanic Serving Institution (HSI)
- We expanded our number of sports at the college level (NAIA)
- With respect to fund raising we have exceeded goals three years in a row
- We have already raised \$4.3 million in the quiet phase of a comprehensive capital campaign aimed at supporting \$5 million in scholarships and operations, \$5m for a STEM building, and \$5m for an events center





STRATEGIC PLAN



INSTITUTIONAL LEARNING OUTCOMES

Within the framework of its mission, the university has identified five institutional learning outcomes.

CONSTRUCTIVE THINKING:

To think critically by analyzing and evaluating data, arguments, and ideas; to think synthetically with creativity and imagination; and to think practically by making decisions and solving problems.

EFFECTIVE COMMUNICATION:

To communicate effectively with different individuals and audiences in speaking, writing, and technology.

CHRISTIAN COMMITMENT:

To internalize a maturing relationship with Christ as Savior and Lord manifested in spiritual and character growth, intimacy with God, commitment to the Christian community, and the confession of a Christian worldview.

CULTURAL ENGAGEMENT:

To appreciate, understand, and evaluate various cultures and to interact with people and people groups with sensitivity and grace appropriate for a diverse world.

SERVANT LEADERSHIP:

To serve God, humanity, and creation through one's personal giftedness and professional development in accordance with God's direction and call.

PROGRAM LEARNING OUTCOMES

Each undergraduate and graduate program has established defined Program Learning Outcomes (PLOs) which faculty and evaluators systematically examine, measure, and evaluate in order to validate the promises we make to our students and to improve the Institution's instructional effectiveness.

CORE VALUES

Statement of Commitment: We profess the supremacy of Jesus Christ as Lord of all. In faith, we submit ourselves to his authority and his Word, and seek his wisdom. We will reflect his character in our daily lives. Simpson will be a Christ-honoring university, and we embrace the following core values:

COMMUNITY.

We are a conventional-community. We commit to creating a learning community that is intentionally and faithfully hospitable and welcoming; inclusive and diverse; practicing justice, fairness and respect for all people; compassionate, kind and loving; reflecting the heart and image of God in all that we do.

EXCELLENCE.

We commit to excellence in teaching, scholarship, recruitment, leadership, management, stewardship, and interpersonal interactions and to continuously improve in all our practices.

ACCOUNTABILITY.

We commit to individual and corporate responsibility for our actions, decisions, communications, and performance and welcome evaluation and feedback.

INTEGRITY.

We commit to honor God and each other through openness, honesty and ethical conduct in all matters.

SERVICE.

We commit to honor God by modeling Christ's example of service to all humanity. Our calling as a Christian university is to be a "gateway to world service" and a place where the Great Commission is lived out.

FRAMING DOCUMENTS

Foundational documents of Simpson University frame the work of the strategic planning process. Beginning with an identity statement, institutional vision, and supporting mission statement, the framing documents include core values and institutional learning outcomes.

This institutional framework sets the stage for the Strategic Plan of 2021 through 2027.

IDENTITY STATEMENT

Simpson University, a school of the Christian and Missionary Alliance, is a Christ-centered learning community with an enduring commitment to world service and faith-infused education in professional studies and the liberal arts.

MISSION STATEMENT

Simpson University is a Christ-centered learning community committed to developing each student in mind, faith, and character for a lifetime of meaningful work and service in a constantly changing world.

VISION STATEMENT

Simpson University's passion is to be the university of choice for students who aspire to achieve their chosen life goals through a Christ-led, transformational and innovative education.



ASSUMPTIONS

REGARDING THIS STRATEGIC PLAN

1. The Strategic Plan is formally approved and annually reviewed by the Board of Trustees with recommendations from the Strategic Planning Committee established by the president. The planning process is coordinated by the president.
2. This Strategic Plan is anchored in the celebration of the University's first one hundred years of service. This celebration will highlight people, places, and events of our past while seeking to keep the institution future-focused. A comprehensive \$15 million capital campaign impacts this five year period and our ongoing financial stability.
3. The Strategic Plan is designed for minor adjustments each year, and the next comprehensive strategic planning process will be completed for implementation in 2027-2028. This plan is a guide for prioritization in our operations, but it cannot address every important aspect of the University's operation.
4. The Strategic Plan is designed to establish the "ends" to be achieved; the administration will assign key stakeholders to collaborate and establish the "means" (or action steps) by which to establish the "ends." The "means" are established in an action framework document that will provide details for institutional planning and resource allocation.
5. The stakeholders tasked with various aspects of this plan will report three times per year (i.e., fall, spring, summer) to the designated report gatherers for the Strategic Plan; this includes updating the action framework document. The action framework will provide the administration with data to provide appropriate reports as well as to consider appropriate modifications to accomplish the strategic plan. Reports will be regularly distributed to the Board of Trustees, administration, faculty, and staff; and each report will be available to students, donors, and accreditors.
6. The following illustration provides the Institution with an integrated conceptual framework regarding how Simpson views our strategic roles and mission as the bedrock on which we operate and seek to fulfill our mission.

CHANGING
THE WORLD
FOR CHRIST THROUGH
TRANSFORMATIVE EDUCATION

RECRUITMENT

RETENTION

SERVICE & FAITH
DEVELOPMENT

FINANCIAL VIABILITY

DATA-RICH DECISION MAKING BASED ON A CULTURAL
ASSESSMENT (LEAD & LOG INDICATORS)

FAITH

Internalize a maturing relationship with Christ as Savior and Lord manifested in spiritual and character growth, intimacy with God, commitment to the Christian community, and the confession of a Christian worldview.

CHARACTER

Learn to appreciate, understand, and evaluate various cultures and to interact with people and people groups with sensitivity and grace appropriate for a diverse world. Serve God, humanity, and creation through one's personal giftedness and professional development in accordance with God's direction and call.

MIND

Learn to think critically by analyzing and evaluating data, arguments, and ideas; to think practically by making decisions and solving problems; and to communicate effectively with different individuals and audiences in speaking, writing, and technology.

STRATEGIC PRIORITIES

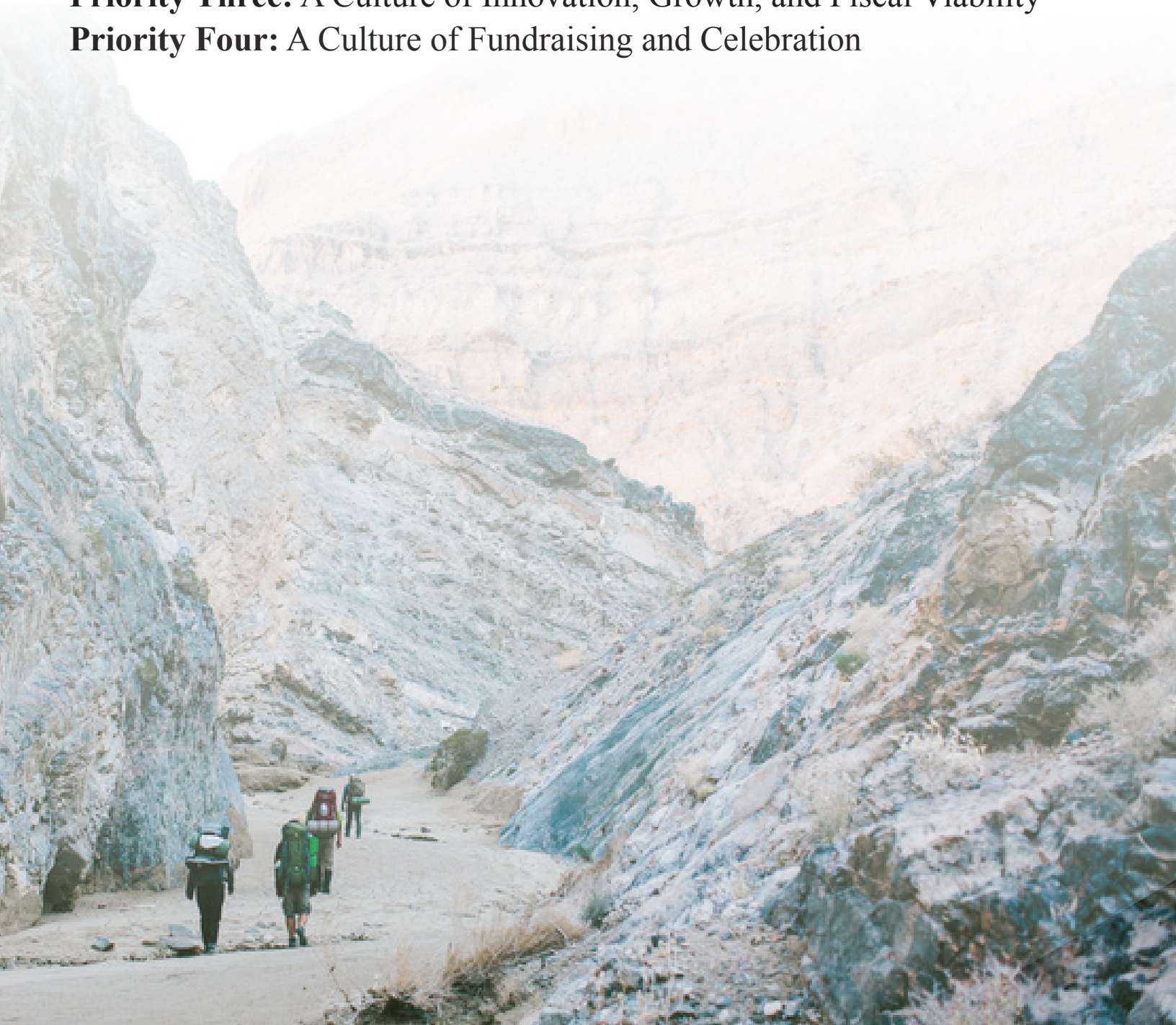
In order to flourish and engage our second century with excellence, we have adopted four institutional priorities that provide the structure for this strategic planning document. We organize our plan around these four statements of expectation:

Priority One: A Culture of Assessment

Priority Two: A Culture of Effusive Faith Formation

Priority Three: A Culture of Innovation, Growth, and Fiscal Viability

Priority Four: A Culture of Fundraising and Celebration





STRATEGIC PLAN VISION 2026:

Simpson University Building on the Promises

STRATEGIC PRIORITY 1:

II Timothy 2:15 -- “Do your best to present yourself to God as one approved...”

At the heart of everything that we do, our goal is to present ourselves trustworthy to God. This implies continual growth and maturation, creativity and innovation, and honest evaluation and assessment of ourselves and our operations. We are committed to study and to change with excellence, just as the Apostle Paul encouraged Timothy.

CULTURE OF ASSESSMENT

GOAL A: Establish a schedule for performance measures to evaluate all major programs

GOAL B: Assure participation of faculty and staff in WASC training

GOAL C: Refine/automate KPI dashboard representing all areas of the University and establish auto update dashboard

GOAL D: Evaluate, set standards and assure sufficient faculty/staff to support mission

GOAL E: Evaluate faculty/staff and train on use of software and technology

STRATEGIC PRIORITY 2:

Acts 6:4 -- “and we will give our attention to prayer and the ministry of the word...”

Like leaders of old, we want to keep the main thing the main thing. We are deliberate in our focus throughout our campus on the value of God’s Word and a culture of prayer. We are committed to study God’s Word, and we are committed to a culture of prayer including worship, intercession, and healing (i.e., shalom). We believe this campus can be the stage launching a Christian revival within the C&MA and other faith groups, the workplace, and across our country and world. Thus, not only do we change, but we change the world through the Great Commission. Let revival start with us!

CULTURE OF EFFUSIVE FAITH FORMATION

GOAL A: Increased Biblical literacy and gospel engagement through review/revision

GOAL B: Campus wide Bible reading project

GOAL C: Increase/augment partnerships with national and local CMA

GOAL D: Emphasize culture of grace and prayer

GOAL E: Service-learning opportunities in local community to foster growth and “Hometown University” proposition

GOAL F: Faith infused marketing and recruitment for new students (athletic recruitment and admissions)

GOAL G: Increased student participation in mission programs

STRATEGIC PRIORITY 3:

Proverbs 27:17 -- “As iron sharpens iron, so one person sharpens another.”

We are focused on establishing a healthy and sustainable set of academic and extra-curricular activities that will stimulate true growth in our students and in our faculty and staff. We are committed to undergraduate and graduate education balanced with sports, activities, and campus experiences that mature us into the image of Christ and as ethical professionals entering the workplace. Our faculty and staff are on this journey of growth with our students!

CULTURE OF INNOVATION, GROWTH AND FISCAL VIABILITY

GOAL A: Increase new student enrollment in all programs by at least 10% annually (includes housing %) with overall goal of reaching 1200 TUGs by 2026

GOAL B: Increase retention, return, graduation by 2% annually

GOAL C: Commitment to rich multicultural dialogue leading to institutional change

GOAL D: Systematically prune non-productive programs and invest in growing programs based upon sustainability, impact and potential

GOAL E: Explore avenues to increase experiential and other student research

GOAL F: Improve information technology

GOAL G: Improve internal and external communication channels and content

GOAL H: Commitment to maximize partnerships

GOAL I: Study/launch 4 sport programs

GOAL J: Improve enrollment/admissions/financial aid/registration processes to best serve students, staff and faculty

GOAL K: Augment/improve delivery of Human Resource department and retain franchise employees

GOAL L: Financial viability

GOAL M: Revise/improve advising

GOAL N: Refine improve financial counseling to increase deposit, student satisfaction and reduce debt carried by SU

GOAL O: Improve food services

STRATEGIC PRIORITY 4:

Isaiah 40:31 -- “Those who hope in the Lord will renew their strength. They will soar on the wings of eagles; they will run and not grow weary, they will walk and not be faint.”

As we focus on the Lord, He will renew our strength! We will soar like eagles; we will not remain weary, but with renewing strength, we will celebrate what God has done and will continue to do. During this strategic cycle, we especially want to celebrate our first hundred years and begin planning our next one hundred years. As a community, we must celebrate our strengths and honor those among us for their accomplishments.

CULTURE OF FUNDRAISING AND CELEBRATION

GOAL A: Complete \$15M comprehensive centennial capital campaign

GOAL B: Increase connectivity with alumni and friends

GOAL C: Strengthen athletics fundraising







SIMPSON
UNIVERSITY

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