

Warner Pacific College  
Strategic Plan 2012-2019  
Seven-Year Strategic Plan

**“A Design for Urban Higher Education”**



**March 15, 2013**

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## Overview and Introduction

### **A. Preface and Process**

Strategic planning is a mission-critical endeavor that guides all constituencies within the institution to recognize the importance of having a central process that aligns all of the activities and initiatives toward a set of shared goals that ensure operational excellence and strategic coherence. The NWCCU looks with great interest upon institutional strategic planning as a critical component of accountability as it relates to integrating the Core Themes into the key functions of the College. Strategic planning at this moment in the history of Warner Pacific College comes in the context of celebrating the 75<sup>th</sup> anniversary of the institution.

2012 represents a “hinge moment” in the history of the College. After years of flat enrollment and financial struggles, Warner Pacific has tripled in size since 2007. Elected as the seventh President of Warner Pacific College, Dr. Andrea Cook has galvanized the community to embrace an urban identity that has greatly altered the trajectory of the institution. Growth is coming from a place of unprecedented institutional coherence and unswerving commitment to excellence.

### **URBAN COMMISSION**

In 2009, Dr. Cook appointed a group of 15 leaders to form the “Urban Commission.” This group of leaders spent eight months focused on developing a “bridge plan” between the former strategic plan and the newly ratified 2012-2019 plan. The Urban Commission crafted “The Urban Plan” with the intent of marking a new moment of strategic thinking that required immediate action in order to declare that Warner Pacific’s urban identity would become an organizing principle for decision-making (See Attachment for “Urban Plan”). The Urban Plan served the College in an important season that represented a paradigm shift; however, it was never intended to be comprehensive or to live beyond the formation of the 2012-2019 strategic plan. The Urban Plan was facilitated by the Strategic Advisor to the President and a team of institutional leaders until the Vice President for Community Life was hired. At that time, the Urban Plan was transitioned under that office.

### **THE PLANNING CYCLE**

Early in the fall of 2011, President Cook appointed a Strategic Planning Steering Committee to develop a dual-process to develop a seven-year strategic plan for the College and re-tool the Warner Pacific mission, vision, and value statements. The Steering Committee has carefully guided a thorough process that has included 59 people working over eight months (See: Strategic Planning Cycle).

The first objective of the Strategic Planning Steering Committee was ensure that any process or planning was done through the lens of Warner Pacific College’s institutional core themes. It became clear that the growth of the College and the increased institutional identity provided a unique moment to re-tool the Core Themes. Each theme was assessed, and with feedback from the Executive Cabinet, it was determined that the institution would focus on four core themes instead of five (see Section B). On December 2, 2011, the Warner Pacific College employees gathered for an all-employee meeting designed to provide guidance regarding the key priorities Warner Pacific should consider as we live into our strategic future. The Strategic Planning Steering Committee also facilitated an initial round of inquiry where all employees were asked to identify key “mission distinctive” that they believed truly highlighted Warner Pacific College. The goal was to begin to aggregate data that would empower a sub-group to begin re-tooling the Mission and Vision statements (at request of, and with, the Board of Trustees). All employees were invited to provide feedback. After receiving employee feedback, the Steering Committee divided into two sub-committees: A Mission, Vision, Values Sub-committee and a Strategic Planning Sub-committee.

## **STRATEGIC PLANNING SUB-COMMITTEE**

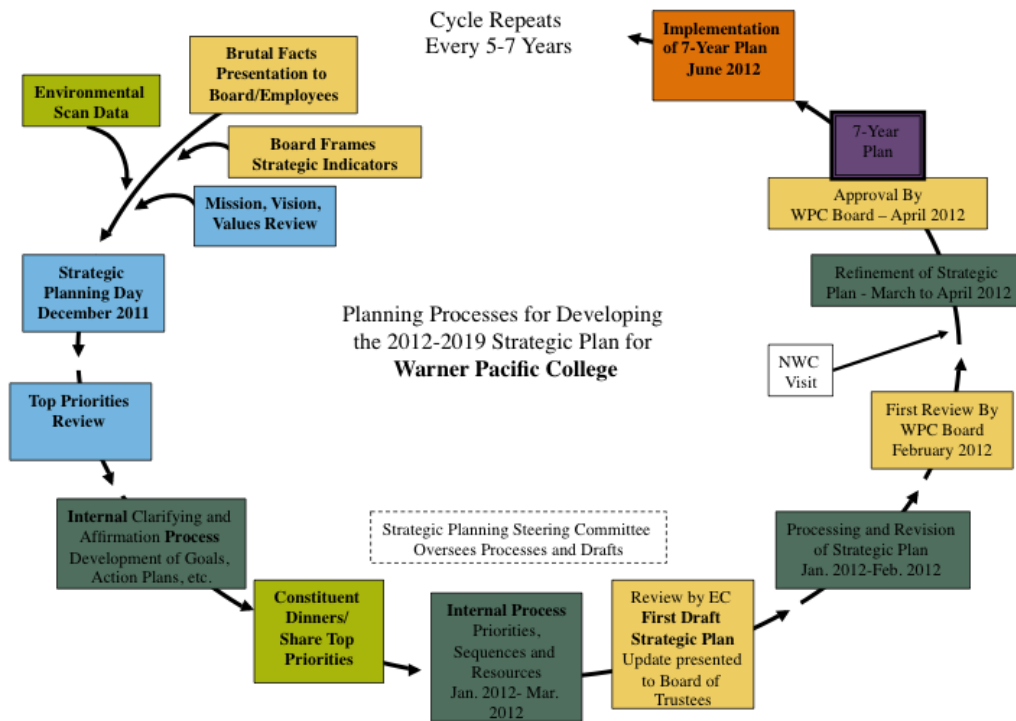
The Strategic Planning Sub-committee worked to aggregate and synthesize the content into seven priorities. Another round of written feedback was requested from all employees, and the feedback led the Steering Committee to a very strong conviction that after three rounds of feedback, we had identified the right seven priorities.

After solidifying the priorities, the Steering Committee and the President identified two task team leaders for each priority. Each task team was given a team of leaders to work with (who were largely self-identified through a request for interest at the Dec. 2, 2011 meeting). Task team leaders met for one two-hour training/discussion. From that point forward, each team worked with the Steering Committee to fill-in categories, objectives, and action steps for each priority. The task teams leaned heavily upon previous good work that was done in writing the Academic Vision, the previous strategic plan, and the Urban Plan (Note: Now that the strategic plan is in place, the Urban Plan is obsolete). The Mission, Vision

Upon each round of work submitted, the Steering Committee worked to synthesize all data and identify redundancies and missing components. Prior to the April meeting of the Board of Trustees, the Steering Committee put forward a draft of the strategic plan to the Executive Cabinet. After making revisions and suggestions, a conceptual draft of the strategic plan was submitted to the Board of Trustees to ratify our strategic direction. The Board of Trustees showed great confidence in the work of the task teams. After spending 45 minutes in discussion, the Trustees unanimously ratified the 2012-2019 strategic plan.

## **MISSION, VISION, VALUES SUB-COMMITTEE**

Upon aggregating the initial round of feedback from the December 2, 2011 all-employee meeting, the MVV sub-committee gathered a writing group of 13 leaders from throughout the institution to spend time writing three different drafts of each statement. That document was then produced to the President, at which time she appointed a group of Trustees to work with Dr. Glenn and Ben Sand to submit more formal drafts to the entire Board of Trustees. Upon the culmination of months of process with the appointed Trustees, the mission statement was submitted for approval to the Board of Trustees in April 2012. The vision statement was submitted for approval to the Board of Trustees in October 2012.



**B. Warner Pacific College Mission, Core Themes, Vision, and Values:**

**Mission:** Warner Pacific is a Christ-centered, urban, liberal arts college dedicated to providing students from diverse backgrounds an education that prepares them to engage actively in a constantly changing world.

**Core Themes:**

- Theme One: Cultivating a Christ-centered learning community
- Theme Two: Collaborating with and for our urban environment
- Theme Three: Fostering a liberal arts education
- Theme Four: Investing in the formation and success of students from diverse backgrounds

**Vision:** Warner Pacific College will be a Christ-centered, innovative, formational learning community known for fostering collaboration, investing in the vocational development of students, staff, and faculty, embracing diversity, and operating from a position of fiscal strength.

**Values:** TBA

Note: The statements above were the result of the efforts of the Mission, Vision, Values Subcommittee and appointed Trustees as noted in Section A. Both the core themes and the new statements have been adopted as a framework for the academic, co-curricular, and operational aspects of the college.

### C. Academic Vision:

In December of 2006, the faculty approved the following pillars of the academic vision. The academic vision provides a foundation for key aspects (with cross-references in Priority Two) of the strategic plan by outlining the transformative nature of a Warner Pacific College education:

- Pillar 1: **Faith Response**—we envision a community of faith where all learning is placed in the context of Christian belief and experience.
- Pillar 2: **A Process of Healthy Maturation Throughout the WP Community**—we envision the search for truth as a social process, calling for development of community life that affirms particularity, mutual critique, disciplined inquiry, public responsibility, and the continual growth of knowledge, skills, and convictions.
- Pillar 3: **Excellence in Academic and Co-curricular Programs**—we envision support and development of academic and co-curricular programs that are exciting, responsive, and relevant to the needs of our students, communities and the world.
- Pillar 4: **Student Preparedness**—we envision an active and engaged student body, academically and socially prepared for participation in a community of scholars pursuing academic excellence, supported by and with participation from all programs, departments and members of Warner Pacific College.
- Pillar 5: **College Personnel Development**—we envision a college environment which allows the talents and gifts of its employees to be used to their maximum potential, that rewards its employees for excellence, and which encourages continual growth individually and collectively.
- Pillar 6: **Taking Advantage of the Urban Environment in Which We Live**—we envision a mindset that regards the WPC campus as embedded in and an influence upon the greater Portland Metropolitan community.

### D. Outcomes of the 2007-2012 Strategic Plan

*This Section is to be completed by the Institutional Effectiveness Committee*

### E. Priorities, Categories, Objectives, Action Steps

Sections for each of the eight priorities begin with a brief statement. Generally, the section also highlights the Academic Vision Pillars that relate to that priority.

Categories identify groups of related issues or topics within each priority. Objectives are statements that define the specifics of a recommendation and are followed by Action Steps and Metrics suggested to achieve and measure the outcomes of the plan

**Priority I: Ensure Institutional Effectiveness** - *Guided by its mission, Warner Pacific College will establish an institutional culture committed to best practices. In each aspect of this strategic plan, we will seek models and methods that will ensure we build momentum and embrace change that will secure the College's future while developing a commitment to continual evaluation and improvement. We also recognize our need to learn from other institutions, to broaden our understanding of best practices, and to embrace new technologies. We recognize that "ensuring institutional effectiveness" is a global priority related to this plan, and we consider the tenets of this priority to serve as a guide for subsequent priorities.*

***Category A: Leadership***

Objective I: The Board of Trustees will provide visionary leadership for Warner Pacific College.

Objective II: Decisions will be made with an appropriate degree of involvement by employees and will align with the college's mission, strategic priorities, and Academic Vision.

Objective III: Strategic priorities will be communicated regularly and clearly to constituents as appropriate.

Objective IV: Decisions will reflect a culture of data-informed evaluation and improvement in all operations of the college.

***Category B: Community Awareness and Engagement***

Objective I: Warner Pacific will be committed to helping students succeed academically and in co-curricular endeavors as participants in our programs and throughout their lives. Students will succeed by being equipped to reach and exceed their educational and vocational goals--developing a mindset that embraces faith, scholarship, and service. (See also: PII)

Objective II: Employees will benefit from appropriate professional development opportunities to support their success in the Warner Pacific community (See: PVI, CB, O4)

Objective III: Warner Pacific will welcome and seek diverse perspectives and partnerships with an expanding constituency.

***Category C: Commitment to Excellence***

Objective I: Warner Pacific will maintain and deepen its commitment to a culture of self-evaluation and continuous improvement throughout the institution, grounded in our Mission, Vision and Values.

Objective II: Warner Pacific will demonstrate responsible stewardship of all resources.

***Category D: Commitment to institutional "best practices"***

Objective I: Personnel and systems at all levels of the organization will promote "best practices" as a form of growth.

**Priority II: Academic and Co-curricular Programs in a Christ-centered Learning**

**Community** – *Warner Pacific College's academic and co-curricular programs are informed by our mission and values. We strive for excellence in all areas of teaching, learning, and student development. Our programs engage students academically, socially, technologically and spiritually as they actively participate in community.*

Academic Vision Pillars: 1, 2, 3, 4, 5 and 6

***Category A: Ensure Academic Excellence (Academic Vision Pillars 3, 4 and 5)***

Objective I: Warner Pacific's faculty will be developed through an intentional program designed to increase competencies in teaching and scholarship.

Objective II: Students will develop critical thinking skills across the curriculum and will actively engage with course material.

Objective III: Faculty will extend our academic expertise to benefit the broader community

Objective IV: Warner Pacific will embrace the appropriate use of technology in order to improve student learning.

***Category B: Integrate Faith and Learning (Academic Vision Pillars 1 and 2)***

Objective I: Warner Pacific's faculty, staff, and students will be challenged to engage the implications of their faith in a respectful community of learning.

Objective II: Warner Pacific's students, faculty and staff will practice conscientious decision-making skills based in the context of a Christ-centered environment to function as maturing adults in the larger community.

Objective III: Learning at Warner Pacific, both inside and outside the classroom, will prepare students for service to the larger community.

Objective IV: Warner Pacific will provide support and create infrastructure for the spiritual development of all students.

Objective V: The mission, vision, and values of Warner Pacific will be clearly integrated into all aspects of its academic life.

***Category C: Enhance Academic Programs (Academic Vision Pillars 3, 4, 5 and 6)***

Objective I: We will identify and promote skills, knowledge, and convictions across academic programs that will enhance students' academic success and promote students' career choices.

Objective II: To develop and implement new programs, Warner Pacific will apply a collaborative process between faculty, students, staff, and administration using established criteria.

Objective III: Warner Pacific will engage in regular evaluations of its academic programs to ensure all programs are financially viable, meet quality standards of excellence, and represent the College's ethos.

Objective IV: Warner Pacific will develop "learning community" modalities for both day and evening learners

***Category D: Enhance Co-Curricular Programs and Services (Academic Vision Pillars 1, 2, 3, 4, 5 and 6):***

Objective I: Co-curricular programs will be delivered with students' holistic success in mind.

Objective II: Foster commitment to urban awareness and diversity through co-curricular programs that encourage leadership and social change.

Objective III: Warner Pacific will engage in regular evaluations of its co-curricular programs and staff to ensure all programs are financially viable, meet quality standards of excellence,

and represent the College's mission.

**Priority III: Design, Develop, and Maintain the College's Physical Spaces** - *Physical spaces support the College's mission, vision, values and Academic Vision. We will leverage our urban identity and use our physical spaces to engage the city. We will create physical spaces that empower the growth of the institution across the city while also ensuring we are ecologically responsible and committed to innovation.*

**Category A: Develop and Execute a Revised Master Plan**

Objective I: Benchmark best practices for facilities development.

Objective II: Prepare new facilities Master Plan.

**Category B: Maintain the Physical Plant**

Objective I: Identify and address deferred maintenance.

Objective II: Develop facilities to positively impact enrollment and retention.

**Category C: Leverage Technology to Support the College's Mission**

Objective I: Review needs for students and functionality needs for today and 3, 5, 7 years from now.

Objective II: Identify elements to improve productivity among faculty and staff.

Objective III: Identify elements needed to enhance academic programs (See: PII, CA, OIV)

Objective IV: Evaluate technological impact on student enrollment and retention and prioritize.

**Priority IV: Financial Strength** - *Fulfillment of our mission is dependent upon successful fundraising and financial management. Integrating sound financial strategies, while at the same time, aggressively pursuing innovative fundraising activities will position the College to fulfill our mission, vision and values.*

**Category A: Ensure Responsible Management of Financial Resources**

Objective I: Warner Pacific will be in financial compliance with all internal and external entities.

Objective II: Financial decisions will reflect data-informed evaluation (See also: PI, CA, Obj. IV).

Objective III: Institutional budgets will reflect the core themes that emanate from Warner Pacific's mission.

Objective IV: Investments will be made in a prudent and future-directed manner.

Objective V: Warner Pacific will continuously improve its financial position and standing as measured against similar institutions.

**Category B: Advance the Image of Warner Pacific College While Seeking Financial Vitality**

Objective I: Intentionally communicate the distinctive identity of Warner Pacific College both locally and nationally.



Objective II: Develop and implement plans to build commitment-to and investment-in Warner Pacific with its stakeholders (students, faculty, staff, alumni, parents, churches, etc.).  
Objective III: Publicize the achievements of Warner Pacific to both internal and external audiences.

***Category C: Raise Funds to Support Priorities***

Objective I: Establish annual fund support goals to meet the annual budget needs.  
Objective II: Develop an annual plan for grants and foundation support.  
Objective III: Conduct a multi-phase Capital Campaign that funds the Master Plan.  
Objective IV: Design a Planned Giving program that strengthens and ensures the long-term health of Warner Pacific.  
Objective V: Establish and implement a plan for increasing Warner Pacific's Endowment Fund.

**Priority V: Increase Enrollment Through Recruitment, Retention, and Completion of Students From Diverse Backgrounds** - *We are committed to reflect the city that we serve by intentionally recruiting students from all backgrounds with a focus on supporting and guiding them through to successful completion. This will help ensure students' success and community impact as well as ensure institutional viability.*

***Category A: Recruitment and Enrollment:***

Objective I: Increase enrollment to established goal levels as coordinated with the college's master plan and financial plan.  
Objective II: Expand academic programs for undergraduate and graduate students. (See also: PII)  
Objective III: Expand to new locations.

***Category B: Financial Aid***

Objective I: Develop financial aid plans and external resources to assist in meeting the needs of students in the target markets for four years.  
Objective II: Identify additional financial resources that will encourage student persistence.  
Objective III: Develop programming to assist students in managing future financial responsibility upon completion.

***Category C: Retention***

Objective I: Research and develop retention programming for all academic programs.  
Objective II: Commit to assess and improve student support structures.

***Category D: Completion***

Objective I: Improve graduation rate for all academic programs  
Objective II: Develop career and life preparation center to support students as they prepare to graduate

**Priority VI: Recruit, Support, and Retain Talented Employees who reflect the mission and core themes of the college** - *Warner Pacific College is strengthened when effective and qualified employees are recruited, supported, developed and retained. We are committed to having the “right people, in the right seats” who reflect the city that we serve. This also means providing opportunities for growth and development for all employees.*

***Category A: Recruit***

Objective I: Assess current practices across programs (which impact faculty, staff, and administration) to identify successful practices to build and compare with current research on best practices in higher education.

Objective II: Research and identify best practices for comparable institutions of higher learning for leadership and search committees (to share with program directors and department chairs)

Objective III: Create a databank of information on diversity recruiting (best practices, current practices, College resources – information and personnel, Portland area resources etc.) housed with, maintained under the leadership of the Chief Diversity Officer

Objective IV: Expand recruiting to a national scope (for positions that require national recruiting)

***Category B: Support/Retain***

Objective I: Assess staff and faculty satisfaction with their Warner Pacific employment on a regular basis

Objective II: Offer competitive compensation (salary and benefits) based off of benchmark institutions and indexes

Objective III: Create a mentoring program for staff and faculty

Objective IV: Enhance professional training and development opportunities (See also: P1, CB, O2)

Objective V: Clarify and enhance communication flow within and across programs, departments and administration.

Objective VI: Enhance the educational opportunities for employees

Objective VII: Enhance the support of families of staff and faculty

**Priority VII: Holistic Urban Engagement and Embracing Diversity** - *Warner Pacific College’s location in the Portland metro area plays a very important role in the educational enterprise. The urban setting of the Portland metro area provides a diverse “laboratory” for students to engage and apply their learning in practical, real-world situations that benefit both the College and the city. The College will respond to the diversity of the city in a way that is sensitive to the complexities of its urban context. The College will ground its engagement out of a commitment to our Wesleyan/holiness tradition.*

***Category A: Curriculum, Urban Context, and Diversity***

Objective I: Every Warner Pacific student will engage the city in their coursework.

Objective II: Warner Pacific's core curriculum will thoughtfully incorporate urban engagement and include diverse perspectives.

Objective III: The Humanities Core will integrate urban engagement and diversity into its content.

Objective IV: Relevant programs of study (majors/minors) will articulate and measure objectives related to urban context and diversity.

***Category B: Students as whole persons in an urban environment***

Objective I: Students will increase awareness of what Christ-centered, urban, liberal arts education is.

Objective II: Students will develop a sense of ownership and experience intentional development in relation to the mission and vision of the college

Objective III: Campus Physical space and environment will reflect the urban ethos of the college and promote meaningful interaction among diverse constituents

Objective IV: Residential structures will encourage interaction and promote community among students across academic divisions and cultural backgrounds

***Category C: Expertise in the urban context and its diverse populations***

Objective I: Faculty will increase competency and develop expertise in serving a diverse and urban student population.

Objective II: Staff will increase competency and develop expertise in serving a diverse and urban population.

Objective III: Warner Pacific College will be a model and producer of expert knowledge regarding Christ-centered, urban, liberal arts education.

Objective IV: Meaningful connections will continue to be established with community and national partners who bring experience and expertise to the community of Warner Pacific College.

***Category D: Faith Tradition and the City***

Objective I: Warner Pacific will articulate a clear and compelling relationship between its founding faith tradition and its urban vision.

Objective II: The connection between the Warner Pacific's faith tradition and urban vision will be reflected in student programming (such as chapel and service requirements).

Objective III: Students will experience intentional spiritual formation in relationship to the college's urban context and mission.

***Category E: Diversity as Response to embracing multiple perspectives and differences***

Objective I: Warner Pacific will embrace multiple perspectives and differences commensurate with its mission and urban environment.

Objective II: Warner Pacific's community (faculty, staff, students) will embrace and affirm diversity.

Objective III: Students will connect with mentors who help them explore and form a healthy sense of identity related to their unique differences.

Objective IV: Employees will feel valued, affirmed, and supported in the differences they embody.

Objective V: Warner Pacific will provide multiple, ongoing contexts for faculty, staff, and students to explore and discuss issues related to diversity.

