

Strategic Guiding Principles

**GROW | ENSURE FINANCIAL VIABILITY | STRENGTHEN THE CORE | TRANSFORM OUR FUTURE**

**Vision**

Mission-driven leaders who change the world.



**Mission**

Warner Pacific University 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.



**Values**

- We learn in an inclusive community
- We innovate toward experiential learning and academic relevance
- We engage our spiritual journey with Christ at the center
- We serve and care for our city and world
- We cultivate curiosity, creativity and purpose



**Reputation**

- Christ-centered
- Diverse and inclusive
- Accessible and flexible
- Experiential learning
- Career-focused



**Position**

Oregon's most diverse university and the state's first four-year Hispanic-Serving Institution (HSI), offering:

- Personalized attention, relational support, and career-focused liberal arts education.
- Increased access to higher education through flexible modalities and more transparent tuition.



**Imperatives**



**Innovate Models of Education Continuously and Efficiently**

**Objectives**

- Launch new programs (academic and otherwise) that increase enrollment and net revenue
- Revise existing programs to increase relevance and student appeal

**Metrics**



- YoY enrollment increase of 5% due to program innovation
- Increased yield rates (from lead/inquiry to enrollment) in target programs

**Second Year Initiatives**



- Adopt and implement updated program development process.
- Examine three to five strategic programs through an ongoing market analysis process.
- Develop at least two new programs, modalities, or other program innovations.

**Lead with Excellence in Equitable Education**

- Outperform comparable schools (size/demographics) in retention and graduation rates for low-income, first-generation students of color
- Faculty and staff are well-equipped with best practices for equity and inclusion in their respective area

- Positive equitable improvement in student completion rate
- [Project Inclusion NERCHE Rubric-Self-Assessment-2016.pdf \(wpi.edu\)](#)
  - Baseline/target

- Use data to identify gaps in equitable completion. Identify strategic interventions to address gaps (pilot or redesign at least one).
- Assess and address student thriving measures under Covid-19.
- Create metrics to measure how well we are serving transfer students and improve transfer completion rates.

**Upgrade Strategic Infrastructure for the Future**

- Regular and effective usage of all university-adopted technology systems and software
- A majority of students have an overall positive experience of campus technology and physical plant

- Baseline Technology/Software Audit and survey
- Embedded in existing student surveys
  - SSI Q#72 and #23 and #26— campus well-maintained
  - ASPS--#5, #12, #31

- Improve self-service experience for students.
- Implement and optimize cloud-based applications.
- Improve appearance of key and common areas with public visibility.
- Improve security and access to buildings.

**Enhance Market Position**

- Increase public recognition of WPU brand
- Increase giving to annual fund
- Reduce cost of acquisition per student through heightened market position and distinctives

- Engagement with WPU Social Media and Website (need metrics)
- Increase % of alumni giving; Increase in # of overall and qualified donors
- Measure COA and targets over time

- Launch new website and expanded digital marketing strategy.
- Enhance transfer enrollment experience.
- Hire director of annual giving and alumni relations to develop formal annual giving program.
- Build new university relationships through increasing corporate relationships.

**Core Themes**



Cultivating a Christ-centered learning community

Collaborating with and for our urban environment

Fostering a liberal arts education

Investing in the formation and success of students from diverse backgrounds