

Life Pacific College Strategic Plan 2014-2019: Chart of Strategic Initiatives (Includes all Initiatives)

| |
|--------------------------|
| Accomplished initiatives |
| Removed or merged |
| Active Initiatives |

Strategic Goal #1: LPC will support and demonstrate high quality student learning and high rates of retention and graduation.

| Strategic Objective 1A: Ensure the meaning of degrees by aligning institutional and program outcomes to the Degree Qualifications Profile- SP Committee affirmed as accomplished (1/18). | | | | | | |
|--|-------------------------------------|--|--|--|----------------------------------|-------------------|
| Connection to Strategic Goal: Ensuring that all LPC degree programs have the appropriate expectations and rigor will support high quality student learning | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Develop institutional understanding of the DQP | VPAA Dean of IE | \$1750 (70 hrs) Staff time; ACB | The VPAA produced a document providing a written institutional understanding of the DQP and its value | Written institutional understanding of the DQP and its value | 2.1, 2.2 | Aug 2014 |
| ii. Review and revise institutional outcomes in relation to the DQP | Ad Council Faculty | \$1700 (65 hrs) Staff time; ACB | New institutional outcomes approved by faculty and Ad Council and in 2015/16 Catalog. | Revised institutional outcome/goal statements in 2015/16 Catalog | 2.3,2.4 | April 2015 |
| iii. Define the meaning, quality, and integrity of undergraduate and graduate degrees. (Added by SP Com. 6/15) | Acad Office Faculty | \$4000 (100 hrs) Faculty time; ACB | The VPAA has led the faculty in foundational discussions regarding the DQP, LEAP, student outcomes, and the LPC context. The conclusions are summarized in the WSCUC Institutional Report. | Written report articulating the meaning of an LPC degree as a component of the WSCUC Institutional Report. | 2.1,2.2 | Nov 2017 |
| iv. Assess student achievement of revised institutional learning outcomes. (Added by SP Com. 6/15) | IR Office Acad Office Faculty | \$3000 (75 hrs) Staff & Faculty time; ACB | New institutional outcomes approved by faculty and Ad Council and in 2015/16 Catalog. Initial assessment completed and summarized in the WSCUC Institutional Report. | Assessment report analyzing level of student achievement of ILOs. | 2.4,2.6 | Nov 2017 |
| Strategic Objective 1B: Review curriculum and assess student learning to ensure general education core competencies are being met | | | | | | |
| Connection to Strategic Goal: Aligning LPC's curriculum with the WASC General Education core competencies will support high quality student learning by ensuring that students are achieving learning outcomes expected of students in WASC institutions | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Conduct the GE Program review with a focus on the WASC GE Core Competencies | GEPR Committee | \$6000 (200 hrs) Staff time; ACB | The GEPR is complete and recommendations approved by APCR. | Completed GE Program Review | 2.2,2.7 | Nov 2014 |
| ii. Revise the GE assessment plan to include benchmarks for demonstrating student achievement of the WASC GE Core competencies | GEPR Committee | \$700 (20 hrs) Staff time; ACB | GE Assessment Plan revised 6/16. | Completed GE Assessment Plan | 2.2,2.6 | March 2016 (ext.) |
| iii. Assess student achievement of GE outcomes/WSCUC Core Competencies. (Added by SP Com. 6/15) | GE Committee | \$2000 (50 hrs) Staff time; ACB | New GE outcomes identified; beginning to assess in Spring 2016. WSCUC Institutional Report provides a summary on student achievement as of Fall 2017. | Assessment report analyzing level of student achievement of GE SLOs. | 2.2,2.6 | Nov 2017 |
| iv. Revise the undergraduate core curriculum to align with current higher ed approaches for a university and ease transfer of credit from other institutions. (Added by SP Com. 9.17) | VPAA GE Committee Faculty | \$6000 (200 hrs) Faculty time; ACB | Faculty have begun discussions on GE and Bible core. | Approved core curriculum for 2019/20 catalog. | 2.1 2.2a, 2.5, 4.4, 4.5 | March 2019 |
| Strategic Objective 1C: Refine the institutional assessment plan and ensure consistent implementation | | | | | | |
| Connection to Strategic Goal: Conducting valid assessment of student learning and institutional effectiveness will produce changes necessary to improve student outcomes. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Refine the curricular and co-curricular & institutional support services program review processes | IR Office IR Work Group | \$600 (20 hrs) Staff time; ACB | PR Process Guides revised. GEPR and Academic Services PRs near completion. | Revised PR Process Guides 2013/14 program reviews completed on schedule | 2.7,4.1 | Nov 2014 |
| ii. Support the departmental assessment process to achieve 100% compliance | IR Office IR Work Group | \$5000 (200 hrs) Staff time; ACB | 9 of 19 departments submitted assessment reports in 2014/15 cycle. 85% for 2015/16 AY, many submitted late. | 100% academic program and departmental compliance with the institutional assessment cycle | 4.3 | Sept 2016 (ext.) |
| iii. Create a well-structured data system to prioritize the use of data sets most effective and relevant to institutional improvement in decision-making (cf.4c) | IR Office IR Work Group | \$1500 (60 hrs) Staff time; ACB. | The IR Office has developed an institutional assessment plan including a list of data instruments linked to institutional, program, and departmental outcomes, a schedule for institutional assessments and reports the IR Office is beginning to produce. | Revised Institutional Assessment plan linking institutional, program, and departmental outcomes to appropriate and organized data. | 4.2 | May 2015 (ext.) |
| iv. Ensure completion of Institutional Effectiveness | IR Office | ACB; part of | IE Program Review process established but | Three consecutive years of reviews | 2.11, | Dec |

| program reviews. (Added by SP Com. 1/17) | IR Work Group | annual cycle | completion of reviews has been inconsistent. | completed on-time. | 4.3 | 2018 |
|--|--|--|--|--|----------------|-----------------|
| Strategic Objective 1D: Improve student retention and graduation rates through the creation of a comprehensive Retention Plan | | | | | | |
| Connection to Strategic Goal: Establishing practices that improve retention and graduation rates will improve student satisfaction and learning. This objective is also related to Strategic Goal 2, improving student retention will increase enrollment producing more tuition revenue and improving long-term sustainability. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Create and implement a written Retention Plan with strategies to improve retention in all programs | RSS Com. Dir. of Std. Dev. | \$5000 (75 hrs) Staff time; ACB Workshops | RSS Committee approved a Retention Plan June, 2014 that includes a series of strategies and initiatives to be implemented over the next 3 years | Completed Retention Plan | 2.10 | July 2014 |
| ii. Assess current status of retention and graduation rates and set targets for all relevant student populations and academic programs | RSS Com. Dir. of Std. Dev. | \$1500 (50 hrs) Staff time; ACB | targets set for traditional and VA extension site, still need to identify important disaggregates and set targets, and review graduation targets for BAML and MASL; first phase accomplished; now imbedded in Retention Plan | Established retention and graduation rate targets for each academic program and selected student demographics | 2.10 | July 2014 |
| iii. Identify all characteristics of at- risk students and clarify the expectations of new students | RSS Com. IR Office | \$600 (20 hrs) Staff time; ACB | Research begun and initiative is now imbedded in Retention Plan | List of characteristics of at-risk students and process for identifying LPC students fitting the categories | 2.10 | July 2014 |
| iv. Assess current student retention and success support structures to determine effectiveness and identify new structures needed | RSS Com. IR Office Dir. of Std. Dev. | \$2250 (75 hrs) Staff time; ACB | Assessment of various initiatives now imbedded in Retention Plan | Initial assessment of each support structure completed. | 2.10, 2.11 | July 2014 |
| v. Implement and monitor 2014/15 initiatives of the Retention Plan (Added by SP Com. 9/14) | RSS Com. | See Retention Plan | Responsibilities assigned for each initiative, implementation underway | Accomplishment of each initiative | 2.10 - 2.14 | Sept 2015 |
| vi. Conduct a study on the impact of the increased diversity of the student body on the College's support services. (Added by SP Com. 12/14) | Academic Office; Student Dev.; IR | \$5000 in staff time and consultant | LPC has experienced a significant increase in its minority populations in the last few years and is beginning to identify the impact. Merged with new diversity objective into 4.E.i. (9/20/16) | Completed study providing recommendations for necessary support services to ensure student success. | 2.10 | June 2016 |
| vii. Establish an academic tutoring center. (Added by SP Com. 12/14) | Academic Office | \$10,000; added to 2015/16 budget | Tutoring center established for 2015/16 AY. Seeking funding for sufficient staffing and resources to expand into Academic Resource Center. | Functioning academic tutoring center offering academic support in the areas of each core competency and major. | 2.13 | Sept 2016 |
| viii. Establish a dedicated Career Services Office. (Added by SP Com. 6/15) | Budget Com. Dir. St. Dev. | \$63,000 New staff; office setup | Office of Calling and Vocation incorporating spiritual formation, ministry formation, and career placement formed July, 2016. | Budget allotted for and personnel hired to staff a Career Services Office. | 2.13 | Aug 2016 |
| ix. Establish an Office of Spiritual Formation. (Added by SP Com. 6/15) | Budget Com. Dir. St. Dev. | \$18,500 New staff | Office of Calling and Vocation incorporating spiritual formation, ministry formation, and career placement formed July, 2016. | Budget allotted for and personnel hired to staff an Office of Spiritual Formation. | 2.13 | Aug 2016 |
| x. Implement and monitor 2015/16 initiatives of the Retention Plan (Added by SP Com. 9/15) | RSS Com. | See Retention Plan | Responsibilities assigned for each initiative, implementation underway | Accomplishment of each initiative | 2.10 – 2.14 | Sept 2016 |
| xi. Monitor achievement of 2016/17 initiatives of the Retention Plan (Added by SP Com. 1/17) | RSS Com. | See Retention Plan | Retention plan in place. | Accomplishment of each initiative | 2.10 – 2.14 | Aug 2017 |
| xii. Explore the possibility/relational opportunities of bringing Emmaus Road Counseling Services in house. (Added by SP Com. 1/16) | Dir. St. Dev. Ad Council, BOT | \$600 (20 hrs) Staff time; ACB | LPC has contracted with ERC for student and staff counseling services since 2007. Cost estimate for bringing in house is pending Ad Council review. | Determination of next steps as to whether to pursue bringing ERC within LPC's budget and authority. | 2.13 | April 2017 Ext. |
| xiii. Evaluate effectiveness and resource needs of the Academic Resource Center and Writing Center. (Added by SP Com. 1/17) | Academic Office IR | \$1200 (40 hrs) Staff time; ACB | Student support centers in place, students express strong value for ARC, low value for writing center. Likely under-resourced. | Written report on effectiveness and needs of ARC and Writing Center. | 2.13 | April 2018 |
| ix. Monitor achievement of 2017/18 initiatives of the Retention Plan (Added by SP Com. 9/17) | RSS Com. | See Retention Plan | Retention plan in place. | Accomplishment of each initiative | 2.10 – 2.14 | Aug 2018 |

Strategic Goal #2: LPC will ensure the long-term sustainability of the institution by increasing enrollments, diversifying revenues, and stewarding resources

| Strategic Objective 2A: Implement the enrollment management plan to achieve enrollment goals | | | | | | |
|--|---|--|---|---|------------|-----------------|
| Connection to Strategic Goal: Implementing an enrollment management plan based on research and proven enrollment strategies will increase LPC's long-term sustainability through increased enrollment. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Revise the Enrollment Management plan to reflect strategic priorities | SEM Committee | \$600 (20 hr) Staff time; ACB; \$75,000 (Increase 1.5 personnel in 2014/15 budget) | Plan has been revised. | Revised Enrollment Management Plan | 4.1 | May 2014 |
| ii. Establish achievable enrollment targets for each program and select demographic groups | SEM Committee | \$300 (10 hr) Staff time; ACB | established 5 year targets for enrollment, will add programmatic and demographic targets over the next year, first phase accomplished | 3 year targets for each program and important demographics | 4.1 | June 2014 |
| iii. Assess all enrollment strategies to determine effectiveness | SEM Committee | \$3000 (100 hr) Staff time; ACB | Initial assessment conducted | Assessment report | 4.1,4.3 | Dec 2014 |
| iv. Achieve 2014/15 enrollment targets identified in the Enrollment Management Plan (Added by SP Com. 9/14) | SEM Committee | Admissions & Marketing budgets | Fall 14 incoming TUG and VA enrollment targets exceeded; Annual BAML and MASL targets exceeded | Enrollment targets met | 4.1 | June 2015 |
| iv. Achieve 2015/16 enrollment targets identified in the Enrollment Management Plan. (Added by SP Com. 6/15) | SEM Committee | Admissions & Marketing budgets | Fall 15 incoming TUG enrollment not met; VA enrollment met; Annual BAML target not met; MASL target met | Enrollment targets met | 4.1 | June 2016 |
| v. Identify the target student populations for LPC in terms of demographics, academic skills, commitment to ministry, etc. (Added by SP Com. 6/15) | Task Force SEM, RSS Committees Faculty Ad Council | \$3000 (100 hr) Staff/Faculty time; ACB | Survey conducted with staff and faculty to prioritize student characteristics for scholarship strategy. Presentation on current population given to faculty. Target Student document reviewed by faculty and staff and approved by Ad Council and BOT | Written description of the target student populations for LPC in terms of various demographics and attributes to inform marketing and scholarship strategies and academic expectations. | | June 2017 (ext) |
| vi. Monitor achievement of 2016/17 enrollment targets identified in the Enrollment Management Plan. (Added by SP Com. 9/16) | SEM Committee | Admissions & Marketing budgets | Fall 16 incoming TUG enrollment not met, overall TUG target met; LPC-Ignite enrollment target met; Annual BAML target; MASL target | Accomplishment of enrollment targets reviewed | 4.1 | July 2017 |
| vii. Explore recruitment and enrollment of international students into LPC's traditional programs on the San Dimas and Virginia campuses. (Added by SP Com. 1/17) | Global Life Admissions | \$2400 (80 hr) Staff/Faculty time; ACB | Beginning to explore. | Written report on costs and benefits of tapping into the international student market. | | May 2018 |
| viii. Monitor achievement of 2017/18 enrollment targets identified in the Enrollment Management Plan. (Added by SP Com. 9/17) | SEM Committee | Admissions & Marketing budgets | Fall 17 incoming TUG and LPC-Ignite enrollment not met; Fall BAML and January MASL met; | Accomplishment of enrollment targets reviewed | 4.1 | May 2018 |
| Strategic Objective 2B: Develop and implement a scholarship strategy | | | | | | |
| Connection to Strategic Goal: Providing strategic scholarships that shape the characteristics of the student body and improve retention should increase LPC's long-term sustainability by increasing enrollment. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Establish a Scholarship Committee to determine strategy and philosophy for scholarshiping | Ad Council | \$3600 Staff time; ACB | Committee established, meeting frequently | Functioning committee | 4.1 | Oct 2013 |
| ii. Conduct research on scholarship strategies including tuition assistance and cost per student. | Scholarship Com. IR Office | \$2400 (80 hr) Staff time; ACB | Completed first stage; Scholarship Committee has reviewed numerous articles on tuition discounting | Summary of best practices for that informs the committee | 4.1 | Oct 2014 |
| iii. Develop a comprehensive Scholarship Plan including a clear institutional philosophy on the use of scholarships to shape the student body and increase enrollment and retention. | Scholarship Committee | \$1500 (50 hr) Staff time; ACB | Scholarship Plan completed and approved by BOT June 2015. | Completed Written Plan. Will include proposals for increased funding. | 4.1 | June 2015 (ext) |
| iv. Develop a plan for contingencies should State or Federal aid availability diminish in light of societal, legal, and/or economic changes. (Added by SP Com. 6/15) | Scholarship Com. Finance Office Advance. Office | \$3000 (100 hr) Staff time; ACB | Beginning to discuss potential implications of societal, economic, and legal changes for faith-based higher education institutions. | Report on status of the higher education landscape and possible contingencies to the BOT. | 3.4 4.7 | June 2018 |

| Strategic Objective 2C: Increase non-tuition revenues by developing diverse funding sources | | | | | | |
|--|--|-----------------------------------|--|--|------------|-----------------|
| Connection to Strategic Goal: Developing additional funding sources beyond those directly related to student enrollment will increase LPC's long-term sustainability by providing funding that is not dependent upon enrollment numbers. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Hire a Major Gifts Officer | HR Committee | \$150,000 adjusted 2013/14 budget | Position filled | Position filled by qualified individual | 3.1 | Nov 2013 |
| ii. Create and Implement a Development Plan. | Adv. Office; President; BOT Adv. Com. | \$5400 (180 hr) Staff time; ACB | Existing plan needing significant revision | Completed plan | 4.1 | June 2014 |
| iii. Clarify the amount and types of Foursquare funding the College should anticipate over the next five years. | BOT President | NA | The Foursquare Foundation has provided LPC with a written commitment of funding with amounts for the next five years. | Written statement of mutual understanding of future funding for at least five years | 3.4 | Dec 2014 (ext) |
| iv. Explore the possibility of pursuing grants through Hispanic Association of Colleges and Universities (HACU) status. | Grant writer | \$500 (20 hr) Staff time; ACB | Achieved associate membership with HACU; Achieved designation as an eligible institution for HSI programs (3/5/14) | Membership status granted | 1.4 3.4 | Sept 2014 |
| v. Pursue federal HSI grants. (Added by SP Com. 5/14) | Grant writer | \$3000 (100 hr) Staff time; ACB | HSI designation provides eligibility for grants | 5 Grant applications filed including the Title V HSI Grant | 1.4 3.4 | Mar 2015 |
| vi. Implement and monitor 2014/15 initiatives of the Advancement Plan (Added by SP Com. 9/14) | Advancement Office | See Advance. Plan | See Advancement Plan | See Advancement Plan | 3.4 | Sept 2015 |
| vii. Monitor achievement of 2015/16 initiatives of the Advancement Plan (Added by SP Com. 9/15) | Advancement Office | See Advance. Plan | See Advancement Plan | Accomplishment of Advancement targets reviewed | 3.4 | Sept 2016 |
| viii. Monitor achievement of 2016/17 initiatives of the Advancement Plan (Added by SP Com. 1/17) | Advancement Office | See Advance. Plan | Advancement plan in place, under revision from new VPA | Accomplishment of Advancement targets reviewed | 3.4 | Aug 2017 |
| ix. Monitor achievement of 2017/18 initiatives of the Advancement Plan (Added by SP Com. 9/17) | Advancement Office | See Advance. Plan | Advancement plan in place | Accomplishment of Advancement targets reviewed | 3.4 | Aug 2018 |
| Strategic Objective 2D: Ensure the effective development and use of human, financial, physical plant, and technological resources | | | | | | |
| Connection to Strategic Goal: Effective use and development of institutional resources through careful planning will increase LPC's long-term sustainability. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Restructure the budgeting process to develop a three year budget correlating with the strategic planning process | Controller BOT Finance Com | \$3500 (100 hr) Staff time; ACB | Budget process now includes 3-year projections. | A three-year budget that reflects the strategic plan | 3.4 | Feb 2014 |
| ii. Invest in professional development activities and nurture all personnel | Department managers | \$13650 added to 2014/15 budget | Departmental budgets include professional development funds | 100% staff and faculty participation in professional develop. activities | 3.3 | June 2015 |
| iii. Revise the master plan for the physical plant aligning with the priorities of the strategic plan | President BOT Adv. Com. Dir. of Facilities | \$100,000 | Master Plan developed by Credo and approved by BOT. Preparing for presentation to the city. | New Physical Plant master plan completed, ready for submission to the city | 4.1 | Jan 2018 Ext |
| iv. Use the Composite Financial Index (CFI) score as a measurement of financial sustainability | Controller BOT Finance Com. | NA (Comprehensive budget metric) | 2012/13 - 6.11; 2013/14 - 7.62; 2014/15 - 8.0; 2015/16 - 5.2; Based on 4 years of meeting measure, initiative recognized as accomplished (SP Com. 9/16) | Maintain a minimum score of 3.0 for the next four years; measured annually | 3.4 | Each Sept |
| v. Develop an HR strategy including review of employee compensation and benefits, professional development tied to promotion, and HR staffing needs. (Added by SP Com. 5/14) | HR Committee | \$1000 (25 hr) Staff time; ACB | Salary charts in place; researching data for peer comparatives; Staff forum produced a proposal on professional development and advancement, Ad Council approved some items, Cabinet is developing a response on advancement elements; HR position filled; Compensation Committee formed | Written report with peer salary and benefit comparisons and clear explanation on policies for promotion. | 3.2 | Sept 2015 (ext) |
| vi. Establish an institutional philosophy on hosting internal and external events that considers prioritization of events, costs, and staffing needs. (Added by SP Com. 12/14) | Space Committee | \$1000 (25 hr) Staff time; ACB | No clear philosophy on events and minimal staffing support. | Written philosophy on hosting events and identification of costs and staffing needs. | | Dec 2015 |
| vii. Develop a five-year information technology plan. | IT Committee | \$2000 (50 hr) Staff | Written plan in place. | Written plan addressing all aspects of IT | 3.5 | May |

| | | | | | | |
|--|------------------------------------|---------------------------------|---|---|-----|----------------|
| (Added by SP Com. 6/15) | | time; ACB | | including personnel, outsourcing, software and hardware needs as well as instructional technology for student learning. | | 2016 |
| viii. Complete a merit based pay policy for staff (Added by SP Com. 1/16) | Cabinet, HR Ad Council Staff Forum | \$1000 (30 hrs) Staff time; ACB | Cabinet and staff forum have sent proposed policy back and forth for discussion. Staff have not provided a response to Cabinet request to address specific items. | BOT approved policy on merit based pay for staff. | 3.2 | April 2017 Ext |
| ix. Identify and develop plan to achieve target student to staff ratios across all departments (Added by SP Com. 1/16) | Cabinet, HR, IR Ad Council | \$1500 (50 hrs) Staff time; ACB | Research continuing on student to staff ratios | Identified student to staff ratio targets for all departments and schedule to achieve in light of budget impact | 3.1 | April 2018 Ext |

Strategic Goal #3: LPC will offer an array of biblically-integrated traditional and non-traditional programs preparing graduates for careers in ministry, psychological and social services, business, communication, education, and leadership serving the public good.

| Strategic Objective 3A: Review the academic plan to determine viability, sequence, need, delivery mode, and additional degree and non-degree offerings that fit institutional mission and serve the public good and the Foursquare Church. SP Committee affirmed as accomplished (1/17). | | | | | | |
|--|---------------------------------|---------------------------------|---|---|------------------------|-----------------|
| Connection to Strategic Goal: A well-developed academic plan that considers all factors will guide and help ensure the success of the institution's decisions on new programs and other educational offerings. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Review the academic planning process to ensure it is data driven and uses relevant evidence streams in determining appropriate programs | VPAA Dean of IE | \$700 (20 hrs) Staff time; ACB | Academic plan was reviewed and updated. | Document identifying process, evidence streams, and criteria used to determine appropriate programs | 4.1 | March 2014 |
| ii. Determine the viability of planned programs through 2016/17 within the current academic plan | VPAA Faculty | \$700 (20 hrs) Staff time; ACB | Cabinet and faculty are beginning to review the new program sequence within the academic plan. 2015/16 budget requires raising of startup costs before commencing new program in 2016/17. | Approvals by faculty and Board. | 4.1,4.3 | Dec 2014 (ext.) |
| iii. Explore additional programs, and other educational offerings including the potential of programs for Spanish-speaking students | VPAA Faculty | \$1400 (40 hrs) Staff time; ACB | Merged with 3.A.iv. | Approvals by faculty and Board. | 4.1 | Dec 2015 (ext) |
| iv. Revise the academic plan in light of findings | VPAA; Faculty BOT Acad. Com. | \$1050 (30 hrs) Staff time; ACB | New Academic Plan approved by faculty and BOT 6/2016 | Revised plan | 4.3 | June 2016 (ext) |
| v. Identify the next academic program to be offered in 2016/17 or later. | Academic Office; Faculty | \$700 (20hrs) Staff time; ACB | Conducting market survey | Faculty and Ad Council approved program | 4.1 | Dec 2015 (ext) |
| Strategic Objective 3B: Implement the Academic Plan | | | | | | |
| Connection to Strategic Goal: A well-developed academic plan that considers all factors will guide and help ensure the success of the institution's decisions on new programs and other educational offerings. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Develop curriculum, structure, and resources needed for the BA in Business Administration | BABA Committee VPAA Dean of IE | \$240,942 in 2014/15 budget | Substantive changes approved by WASC & ABHE; program is listed in 2014/15 catalog | Substantive changes approved by WASC & ABHE Program in catalog and students enrolled Fall 2014 | 2.1,2.2 2.2a 4.1 | Feb 2014 |
| ii. Develop curriculum, structure, and resources needed for the BA in Human Development and Psychology | BAHDP Committee VPAA Dean of IE | \$230,192 in 2014/15 budget | Substantive changes approved by WASC & ABHE; program is listed in 2014/15 catalog | Substantive changes approved by WASC & ABHE Program in catalog and students enrolled Fall 2014 | 2.1,2.2 2.2a 4.1 | Feb 2014 |
| iii. Develop curriculum, structure, and resources for the BA in Worship Arts & Media | New Program Committee | \$79,500 in 2014/15 budget | WASC and ABHE granted approvals. Taking applications for Fall 15 enrollment. | Substantive changes approved by WASC & ABHE Program in catalog and students enrolled | 2.1,2.2 2.2a 4.1 | Feb 2015 |

| | | | | | | |
|--|---|---|---|---|------------------------|-------------------|
| | | | | Fall 2015 | | |
| iv. Establish a second study abroad site related to the BABA and BAHDP majors | VPAA Global Life Director | \$5000 in 2014/15 budget | Sites identified (BAHDP – Chicago; BABA – Costa Rica) will begin programs in 2016/17 | Second site hosting students operating | 2.2 | Sept 2015 |
| v. Develop a list of potential intern sites for the BABA and BAHDP majors | Dir. of Ministry Formation | \$1875 (75 hrs) Staff time; ACB | Ministry Formation Director building internship network | List of internship sites | 2.2 | Sept 2015 |
| vi. Develop a library plan, supporting the academic plan, addressing the library's physical plant, information resource and information literacy training needs. (Added by SP Com. 9/14) | Librarian Library Committee | \$1400 (40 hrs) Staff time; ACB | Plan developed. Awaiting Ad Council approval. | Completed written plan addressing all relevant areas of the library | 4.1 | Dec 2014 |
| vii. Develop curriculum, structure, and resources for the BA in Communications | BAC Committee VPAA | \$249,187 in 2017/18 budget | WSCUC approval granted. | Substantive changes approved by WASC & ABHE Program in catalog and students enrolled Fall 2017 | 2.1,2.2 2.2a 4.1 | Feb 2017 |
| viii. Pursue a Joint Degree (MA in Christian Leadership) with TCA Singapore. (cf. 5.D.vi) | AGS Dir. VPAA Dean of IE President | \$20,000 approvals \$5000 Staff time | MOU signed, and finalizing curriculum for program. Program approved by Singapore MOE, WSCUC and ABHE. | Approvals from Singapore MOE, WSCUC, & ABHE. First cohort of students enrolled. | | Jan 2018 |
| ix. Develop curriculum, structure, and resources for the BA in Organizational Management online adult degree completion program. (Added by SP Com. 5/17) | VPAA BAOM Committee VPAA | \$110,000 in 2017/18 budget | Program design committee meeting. | Substantive changes approved by WSCUC & ABHE Program in catalog and students enrolled Fall 2018. | 2.1,2.2 2.2a 4.1 | Marc h 2018 |
| x. Develop a graduate program for Spanish speaking students. (Added by SP Com. 5/17) | VPAA | \$150,000 External funding received | Discussions with Hispanic leaders from educational institutions and Foursquare. | Substantive changes approved by WSCUC & ABHE. Program in catalog and students enrolled. | 2.1,2.2 2.2a 4.1 | July 2019 |

Strategic Goal #4: LPC will foster a collegial community with an institutional governance and administrative structure ensuring the institution's integrity, independence, efficiency, and effectiveness.

| Strategic Objective 4A: Exemplify institutional integrity through appropriate bylaws and policies, and clear organizational communication. | | | | | | |
|--|---|--|--|--|-----------|--------------|
| Connection to Strategic Goal: Establishing bylaws and policies reflecting best practices in higher education, and creating communication pathways that encourage honesty and transparency will help ensure institutional integrity by increasing accountability at all levels. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Revise and restate articles of incorporation and bylaws to better reflect AGB, WASC, and ABHE standards | BOT Gov. Com. | \$20,000 legal fees; 2013/14 budget adjustment | BOT approved revised bylaws 10/16/14 | Revised Articles of Incorporation and Bylaws. | 1.1 | Oct 2014 |
| ii. Develop and implement an internal/external institutional communication plan | President Advancement VP Enrollment | \$1000 (32 hr) Staff time; ACB | Plan in place | Written communication strategy w/timelines and consistency across mediums | 1.6, | July 2014 |
| iii. Increase transparency through public dissemination of evidences of institutional quality and effectiveness that leads to improvement and to celebrating achievements (See 5.A.3) | Advancement IR Office | \$500 (20 hr) Staff time; ACB | Created a separate Institutional Data and Disclosures web page including data on student demographics, achievement of SLOs, institutional effectiveness, strategic planning, etc. The site will also host information relevant to student life and financial aid concerns. First phase done, will need continued updating | All important institutional data is easily available to the public through the website | 1.7, | Sept 2014 |
| iv. Establish an annual meeting for scheduled conversations between LPC & ICFG board representatives to clarify the partnership between the organizations | Board Chair President | NA | The LPC president is regularly reporting out and interacting with the ICFG board and is able to place the college on the agenda for any of 11 meetings a year with BOD. | Formal invitation from LPC to ICFG to develop a plan for negotiating and communicating a joint statement on the partnership | 1.5 | Oct 2014 |
| v. Develop and implement a plan to improve internal | President | \$2000 (50 hrs) | Student and staff survey data shows low | Written internal communication strategy. | | June |

| | | | | | | |
|---|---|--------------------------------|---|--|-----|------------------|
| communication among students, staff, faculty, and administration. (Added by SP Committee 9.15) | VP Enrollment | Staff time; ACB | levels of satisfaction with internal communication. Written strategy for students and staff/faculty completed. 2016 GC surveys shows 10% improvement, very good to excellent range. 2017 Student surveys still express concern. | Increased satisfaction levels (3.3 or higher) on Great Colleges, Internal Departmental, Grad, and Continuing Student Surveys. | | 2016 Sept 2017 |
| vi. Improve the level of public disclosure of institutional information concerning student outcomes and institutional effectiveness ensuring compliance with all DOE and accreditor expectations. (Added by SP Com. 1/17) | Communications; IR Office Registrar; OSD; Fin Aid | \$500 (20 hrs) Staff time; ACB | Meeting consumer information requirements. Researching best practices among other institutions. | Redesigned webpage and page in college catalog providing consumer information to the public at an exemplary level. Clear process for updating by all affected departments. | 1.7 | April 2018 (ext) |

Strategic Objective 4B: Identify and implement best practices in board selection and engagement, institutional administration, and shared governance. SP Committee designated as accomplished (9/16).

Connection to Strategic Goal: An applied understanding of best practices in institutional governance will increase institutional integrity and effectiveness. SP Committee recognized the objective as accomplished with plans for continued monitoring (9/16).

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|--|--------------------------|------------------------------------|---|---|-----------|-----------|
| i. Establish a staff forum to increase shared governance | Ad Council | \$7200 (30 hr/mth) Staff time; ACB | Forum is functioning; meeting monthly | Functioning Staff Forum | 1.7 | Jan 2014 |
| ii. Revise and update the trustee handbook | BOT Gov.Com. Board Asst. | \$1500 (60 hr) Staff time; ACB | Revisions underway in conjunction with revision of bylaws. | BOT approved Revised handbook | 3.9 | Oct 2014 |
| iii. Implement orientation of new trustees and provide ongoing professional development for all trustees | BOT Gov.Com. President | \$2000 Honorariums; ACB | Orientation and development activities occurring consistently since Fall 2013 | Consistent, documented board orientation and development activities at each face-to-face meeting | 3.9 | June 2014 |
| iv. Implement a system for President and Board evaluation | BOT | \$1000 (surveys / assessments) | Evaluation system established; BOT and President evaluations conducted in June 2014 | Comprehensive written process for evaluation of president and board with evidence of implementation | 3.8,3.9 | June 2014 |

Strategic Objective 4C: Develop and maintain organizational structures, institutional research capacity, and data systems that promote efficiency and effectiveness.

Connection to Strategic Goal: In order for the institution to operate effectively appropriate organizational structures, data systems, and institutional research activities are required.

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|--|--------------------------------|--|--|--|-------------|-----------|
| i. Realign the College's organizational structure | Pres. Cabinet; BOT; Ad Council | NA; incorporated in other initiatives | Significant realignment with Phase 1 (focus on Admin level) completed. Phase 2 will focus on department level. | Organizational chart documenting effective structure | 3.1, 3.7 | July 2015 |
| ii. Establish the position of Dean of Institutional Effectiveness and create an Institutional Research Fellowship position | VPAA | \$112,000 adjusted 2013/14 budget | Dean of IE position filled 7/1/13; IR Fellow position filled 1/1/14 | Positions filled | 4.2 | Jan 2014 |
| iii. Create a well-structured data system to prioritize the use of data sets most effective and relevant to institutional improvement in decision-making (cf.1c) | IR Office IR Work Group | \$1500 (60 hrs) Staff time; ACB. | The IR Office has developed an institutional assessment plan including a list of data instruments linked to institutional, program, and departmental outcomes, a schedule for institutional assessments and reports the IR Office is beginning to produce. | Revised Institutional Assessment plan linking institutional, program, and departmental outcomes to appropriate and organized data. | 4.2 | May 2015 |
| iv. Investigate alternative campus management systems (CMS) to CampusAnyware. (Added by SP Committee 9.15) | Registrar Dean of IE CMS Com. | Up to \$50,000 increase over current annual cost | CMS Work Group reviewed multiple solutions; recommended Empower to Ad Council; AC approved | Decision to move to a new CMS or remain with CA. | 2.12 3.5 | Aug 2016 |
| v. Implement the Empower campus management system. (Added by SP Committee 1/17) | Registrar Dean of IE CMS Com. | \$100,000 implementation | Contract signed. Implemented July 1, 2017. | New CMS fully functioning | 2.12 3.5 | July 2017 |
| vi. Evaluate institutional research capacity for sustainability and sophistication. (Added by SP Committee 5/17) | Ad Council IR | \$1200 (30 hr) Staff time; ACB | IR program review draft completed. Waiting IR Work Group and external review. | Complete IR program review. | 4.1, 4.2 | Nov. 2017 |

Strategic Objective 4D: Develop an institutional culture appropriate to LPC's mission and values

Connection to Strategic Goal: Ensuring a culture that aligns with and conveys the stated mission and values of the institution will increase the collegiality and effectiveness of the College.

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|----------------------|---------------------|--------------------|----------------|---------------------------------|-----------|-----------|
|----------------------|---------------------|--------------------|----------------|---------------------------------|-----------|-----------|

| | | | | | | |
|--|---|--|---|--|--------------------|--|
| i. Investigate the alignment of the College's institutional culture with espoused values. | IR Office Ad Council | \$1000 (40 hr) Staff time; ACB | 2014 "Great College's to Work For" survey average in Good/ Very good to Excellent range although exempt staff score lower than Admin and faculty; Staff and Faculty Forums presented reports to Ad Council; Consider new initiative to identify and review recurring means of assessment of institutional culture | Report on the current state of LPC institutional culture | 3.6, | Oct 2014 |
| ii. Increase the value for diversity that better reflects the student body through appropriate hiring procedures, respect for various viewpoints, and communication sensitive to all groups. | HR Com. Div. Com. Trustees | \$1000 (40 hr) Staff time; ACB | Diversity Committee is being reconstituted to include campus-wide representation; no current instrument surveys employee perspective; Initiative revised to establish more specific, measureable target (12/14) | Reconstituted Diversity Committee assigned the task of developing proposals on a revised diversity statement, policies on consideration of diversity in hiring, and a plan for consistent presentations on diversity to the college community; | 1.4 | Dec 2015 (ext) Phase 1 |
| iii. Increase the values of trust, open communication, transparency, and appropriate recognition of contributions and achievements. | President Ad Council Trustees | \$1000 (40 hr) Staff time; ACB | Staff forum is functioning; 2014 "Great College's to Work For" survey rated shows marked improvement in employee perception on these issues but short of target; extended as a 2015 initiative Merged with 4.D.iv. | Functioning staff forum Survey of employee satisfaction 75% agree – Merged with 4.D.iv. | 3.6 | Aug 2015 (ext) |
| iv. Develop strategies to improve the campus climate in the areas of policies, resources and efficiency, administration & staff relations, respect and appreciation, fairness, and teaching environment. (Added by SP Com. 12/14) Areas of concern reduced to policies, resources and efficiency and respect and appreciation (SP Com. 9/16). | Ad Council HR Director Staff Forum Faculty Forum | \$1000 (40 hr) Staff time; ACB | The areas identified in the initiative are the areas of the 2014 & 2015 Great College's survey given ratings of poor to fair by at least one group. 2016 survey – all categories exceeded 65% except for policies, resources and efficiency (staff), and respect & appreciation (staff and faculty). | List of strategies to improve in each area. Score of 65% (Good) or better on the 2016 Great College's survey in each area | 3.6 | June 2016 Aug 2017 Ext Aug 2018 |
| v. Develop a policy statement addressing LGBTQ issues concerning students and employees. (Added by SP Com. 6/15) | Sexual Ethics Task Force Ad Council BOT | \$2000 (80 hr) Staff time; ACB | Task force constructed a written statement, approved by BOT June, 2016. Communicated to faculty, staff, and students. | Board approved statement elucidating the College's position on LGBTQ issues. | 1.4 | June 2016 |
| vi. Establish a task force to review the student, staff, and faculty codes of conduct for appropriateness and to ensure maintenance of LPC's institutional culture. (Added by SP Com. 1/16) | Ad Council Staff Forum Faculty Forum ASB | \$1000 (40 hr) Staff time; ACB | Task force has been formed with student, staff and faculty representatives. Surveys conducted on alcohol use. Recommendations drafted. | Revised code of conduct policies for students, staff, and faculty. | 3.6 | Dec 2017 Ext |
| vii. Review and revise procedures to improve staff evaluation processes. (Added by SP Com. 1/17) | HR | \$1250 (40 hr) Staff time; ACB | Current instrument is unsatisfactory. | Clear, written procedures and instruments that provide for accurate evaluation of performance. | 3.2 | Aug 2018 Ext |
| viii. Create and implement leadership training and internal professional development activities for LPC staff. (Added by SP Com. 5/17) | HR Committee HR Office | \$2000 (HR hours, Honorariums, Materials); ACB | A small number of training and activities are currently offered. Possible topics – MS365; Excel; Empower; Mapworks; conflict resolution; Determine if voluntary or mandatory, frequency, | An annual schedule of professional development and leadership training activities and resources, and demonstrate year one implementation. | 3.3 | June 2019 |
| Strategic Objective 4E: Establish a high value for diversity at all levels of the institution reflective of the various communities LPC serves. | | | | | | |
| Connection to Strategic Goal: Ensuring a high value for diversity and appreciation of how diverse perspectives can speak into the institution will increase the institution's sense of collegiality and effectiveness. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Conduct a diversity audit including an evaluation of the services necessary to ensure student success for an increasingly diverse student body. (Added by SP Com. 5/16) | Diversity Com. Ad Council | External auditor \$9,000 | Engaged external auditor from peer institution. | Completed written report. | 1.4 2.2a 3.1 | Dec 2016 |
| ii. Establish hiring policies to more closely align the diversity of staff and faculty with the diversity of the student body. | Diversity Com. HR Ad Council | \$500 (20 hr) Staff time; ACB | Diversity committee has developed policy recommendations; incorporated into faculty searches; forwarded to HR | Written hiring policies. | 1.4 3.1 3.2 | Dec 2017 Ext |

| | | | | | | |
|--|---------------------------|---------------------------------|--|---|--------------------|----------|
| iii. Establish a diversity task force to create institutional policy on diversity to direct further actions. (Added by SP Com. 1/17) | Diversity Com. Ad Council | \$7200 (120 hr) Staff time; ACB | Task force formed and meeting. Diversity statement drafted and approved. | Written statement on diversity with institutional goals and next steps. | 1.4 2.2a 3.1 | Dec 2017 |
|--|---------------------------|---------------------------------|--|---|--------------------|----------|

Strategic Goal #5: LPC will position itself to be recognized as the flagship institution of higher learning of the global Foursquare Church.

| Strategic Objective 5A: Define, communicate, and work towards the attainment of the Key Performance Indicators that characterize a flagship institution. | | | | | | |
|---|--|--|---|--|--------------|---------------------|
| Connection to Strategic Goal: Establishing and achieving appropriate KPIs will solidify the institution's status as a model to emulate and enable the institution to provide counsel and support to others. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Maintain accreditation with WASC and ABHE | BOT Ad Council | Overarching institutional effort | WASC Commission removed LPC from probation in February 2015, reaffirmed till 2018; ABHE reaffirmed till 2021 | Respond to the WASC action letter concerns sufficiently to be removed from probation | 1.8 | March 2015 |
| ii. Refine, finalize, and utilize the institutional dashboard | Dean of IE | \$1200 (40 hr) Staff time; ACB | Dashboard revised and presented to the BOT in June | Completed institutional dashboard | 4.1,4.2 | June 2014 |
| iii. Increase transparency through public dissemination of evidences of institutional quality and effectiveness that leads to improvement and to celebrating achievements (See 4.A.3) | Advance. IR Office | \$500 (20 hr) Staff time; ACB | Created a separate Institutional Data and Disclosures web page including data on student demographics, achievement of SLOs, institutional effectiveness, strategic planning, etc. The site will also host information relevant to student life and financial aid concerns. First phase done, will need continued updating | All important institutional data is easily available to the public through the website | 1.7, | Sept 2014 |
| iv. Address WSCUC 2015 Commission Action Letter Concerns and achieve reaffirmation of accreditation from WSCUC Commission. | BOT President Accred. Steering Committee | \$7500 (250 hours) Committee time; ACB | Appropriate departments addressing recommendation. Accreditation Steering Committee submitted Institutional Report. | WSCUC Commission reaffirmation of accreditation. | 1.8,4.1, 4.3 | Feb 2019 |
| Strategic Objective 5B: Provide exceptional graduates, pastors, and ministry leaders (women and men) for The Foursquare Church through high-quality degree programs and continuing education opportunities. | | | | | | |
| Connection to Strategic Goal: By producing graduates of the highest level, the institution's strengths and value will be recognized by its constituents. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
| i. Collaborate with the Foursquare National Church Office to streamline the licensing process for LPC graduates | Dir. of Min. Form. | \$500 (20 hrs) Staff time; ACB | Process has been streamlined including acknowledgement that all LPC grads meet the core competencies for ministry and are eligible to pursue licensing. NCO created a "minister in training" status. | Report on effectiveness and student satisfaction with process | | July 2016 (ext) |
| ii. Establish the process for and ongoing implementation of field-based mentoring relationships as part of ministry formation | Dir. of Min. Form. | \$600 (25 hr) Staff time; ACB | Mentoring process for each program defined | Clearly defined field-based mentoring process | | Sept 2014 |
| iii. Integrate the Foursquare core competencies with LPC curriculum | VPAA Faculty | \$350 (10 hrs) Staff time; ACB | Document showing how graduates meet the Foursquare Core Competencies complete | Document showing how graduates meet Foursquare Core Competencies for all programs. | | Sept 2014 |
| iv. Collaborate with Foursquare leadership, including district supervisors, to research the needs of ministers for professional development | IR Office VPAA | \$1400 (40 hr) Staff time | Initial conversations with the Educational Task Force and supervisors; MASL partnership with Gateway district as model for future partnerships | Report on educational needs of Foursquare ministers | | January 2018 (ext2) |
| Strategic Objective 5C: Serve as an institutional role model of higher education throughout The Foursquare Church. | | | | | | |
| Connection to Strategic Goal: Providing a model of excellence in all aspects of higher education is essential in order to be a flagship institution. | | | | | | |
| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |

| | | | | | | |
|--|-------------------------|--|--|--|-------------|-----------------|
| i. Develop a strategy to represent The Foursquare Church as a leader in pentecostal higher education nationally and globally | President VPAA | \$1750 (50 hrs) Staff time; ACB | Current membership in various organizations; hosted SPS conference in Sp 2016 Merged with 5.F. (1/18) | Written strategy including identification of significant organizations for membership, expected participation, publications by faculty | 1.1 | Dec 2017 Ext |
| ii. Develop a strategy to promote and develop LPC as an educational resource center | VPAA Faculty | \$1750 (50 hrs) Staff time; ACB | Merged with 5.C.i. (1/16) | Written strategy to provide resources (strategy will identify further costs) | | Dec 2015 |
| iii. Investigate the cost and benefits of re-engaging inter-varsity athletic programs. | President Ad Hoc Com. | \$2000 (50 hr) staff time | BOT approved reinstating inter-varsity athletics; moved to strategic objective 5F | Decision on whether to proceed with inter-varsity athletics | 2.13 | June 2014 |
| iv. Redesign the LPC website | Website Task Force | \$3000 (100 hr) Staff time, ACB; \$60,000 redesign | New Website is live. | New website live. | 1.6 1.7 | Jan 2017 |
| v. Create structures and policies for an effective student government organization that contributes to institutional shared governance and student leadership development. | Student Dev. Ad Council | \$1750 (50 hr) staff time; ACB | In the midst of transitioning form an ASB model to a student government model. | Fully functioning student government organization with written purpose, policy, and procedures. | 2.11 3.7 | August 2019 |

Strategic Objective 5D: Expand networking that benefits the College and serves other Foursquare teaching institutions nationally and globally in partnership with Foursquare Missions International and the National Church Office.

Connection to Strategic Goal: Developing partnerships with other Foursquare educational efforts will enable the College to serve the Foursquare Church as a flagship institution.

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|--|------------------------------------|--|--|---|-----------|-------------------|
| i. Develop a new framework for the existing partnership with the Foursquare Emerging Leader Network that encourages ELN graduates to complete their degrees with LPC | Dean of IE Ad Council | \$1400 (40 hrs) Staff time; ACB | New partnership offering online courses approved by Board; Foursquare Foundation grant of \$200,000 over five years | New partnership structure approved with ELN cohorts enrolling in online courses | | Sept 2014 |
| ii. Explore partnerships with international institutions providing education to Foursquare leaders | President Acad. Office | \$2700 (90 hrs) Staff time; ACB | In discussion with Foursquare's global education network and strategy, Global interest in MA, discussions with TCA | Report on potential partnerships with a list of 3-5 opportunities over the next few years | | June 2015 |
| iii. Develop a mutually beneficial, sustainable partnership with Ignite in Christiansburg, VA. | Acad. Office Ad Council | \$1200 (40 hrs) Staff time; ACB | Based on Spring meetings, a MOU for continuing the partnership for seven years will be reviewed by BOT in June | Updated MOU between LPC and Ignite boards and continued approvals to operate in VA. | | April 2015 (ext.) |
| iv. Determine how LPC can sponsor the Foursquare Scholars in cooperation with The Foursquare Church to help it thrive | VPAA & ADGS | \$1000 (20 hrs) Staff time; ACB | FS suspended for a year (2014) by the National Church Office | Approved written agreement | | Dec 2015 (ext) |
| v. Seek the development of appropriate international partnerships with TCA College Singapore and LIFE Bible College of Jamaica. (Added by SP Committee 9.15) | President VPAA | \$10,000 (100 hrs) Staff time; travel; | Developed MOU and obtained program approval for joint MA degree with TCA. Jamaica is working on a transferable AA degree, slow progress on their side. | Written partnership agreements. | | June 2017 |
| vi. Pursue a Joint Degree (MA in Christian Leadership) with TCA Singapore (pending BOT approval) (See 3.B.viii.) | AGS Dir. VPAA Dean of IE President | \$20,000 approvals \$5000 Staff time | MOU signed, and finalizing curriculum for program. Program approved by Singapore MOE, WSCUC and ABHE. | Approvals from Singapore MOE, WSCUC, & ABHE. First cohort of students enrolled. | | Jan 2018 |

Strategic Objective 5E: Develop strategic relationships with the surrounding community, expanding from San Dimas, to the San Gabriel Valley, and throughout Southern California, that provide opportunities to serve and to increase awareness of the College.

Connection to Strategic Goal: Developing relationships with the surrounding community will enable the College to serve the public as a flagship institution.

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|--|----------------------|--------------------------------|---|--|-----------|-----------|
| i. Develop an annual plan for participating in San Dimas community events & service projects that teaches students how to engage their community | Student Develop. ASB | \$500 (20 hrs) Staff time; ACB | Developed a new outreach model that utilizes the student organizations through CATS (Community Action Teams) that focus on outreach and community impact. Currently have several CATS engaging the local community. | An annual plan with a calendar of connection events and projects | 1.1 | Dec 2014 |

| | | | | | | |
|---|-------------------------------------|---------------------------------|---|--|-----|--------------|
| ii. Develop connections with area K-12 schools and districts | Student Develop. | \$1250 (50 hrs) Staff time; ACB | Forming Connection with San Dimas High School; developing a CAT that will launch at the junior high next January. Plan to launch similar teams at Gladstone and SDHS. | Three well-developed connections: at the high school, middle school, and elementary levels. | | Dec 2014 |
| iii. Increase engagement with the regional higher education community | President VPAA; ALO Trustees | \$10,000 in conference fees | All administrative employees are actively engaged in higher education associations and conferences. | All administrative employees participating in a minimum of 2 regional events per year | 1.1 | June 2015 |
| iv. Strengthen existing and develop new partnerships with area churches and ministries in order to impact the community | Dir. of Min. Form. | \$1500 (60 hrs) Staff time; ACB | Ministry Formation now working with 33 churches and ministries. | Increase the number of local ministries LPC is working with to 25. | | Sept 2014 |
| v. Develop a coordinated strategy to increase the presence of LPC in the local community. (Added by SP Committee 9.15) | VP Advance. President St. Dev. Dir. | \$2000 (50 hrs) Staff time; ACB | Participating in various events in San Dimas and nearby. | Written strategy detailing how LPC will increase its presence and serve the local community that incorporates all relevant aspects of the institution. | 1.1 | Dec 2017 Ext |

Strategic Objective 5F: Establish an inter-varsity athletic program.

Connection to Strategic Goal: An inter-varsity athletic program is typical of higher education institutions and will enhance the College's reputation and increase enrollment. (Added by SP Com. 9/14)

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|---|---------------------|---------------------------------|---|---|-------------|----------------------|
| i. Form a committee with broad institutional representation to oversee the establishment of an inter-varsity athletic program (Added by SP Com. 9/14) | Ad Council | | Committee established | Permanent committee established | 4.1 | Dec 2014 |
| ii. Develop a comprehensive plan for the establishment of an inter-varsity athletic program (Added by SP Com. 9/14) | Athletic Committee | \$2000 (40 hrs) Staff time; ACB | First draft of plan submitted to Ad Council. Mission, goals and objectives completed; needs continued development of five-year initiatives. | Written plan describing the projected roll out of sports over the next 5-10 years, relevant policies, and identifying costs including scholarship implications. | 2.13 4.1 | April 2017 Ext 2x |
| iii. Implement and monitor 2017/18 initiatives of the Athletic Plan (Added by SP Com. 9/17) | Athletic Committee | See Athletic Plan | Pending development of updated plan | Accomplishment of targets reviewed | 2.13 4.1 | August 2018 |

Strategic Objective 5F: Achieve university status.

Connection to Strategic Goal: Transitioning to a university will increase LPC's status nationally and internationally. (Added by SP Com. 9/16)

| Strategic Initiative | Responsible Parties | Resources Required | Current Status | Target Metric to meet objective | WSCUC CFR | Time line |
|--|---------------------|-------------------------------------|---|--|-----------|-----------|
| i. Develop and implement the necessary range of academic programs for university status (cf. III.B.) | VPAA Ad Council | \$400,000 (3 programs) | Approved Academic Plan will provide the necessary range of programs. | Schedule of academic plan is met. | 2.2 | July 2019 |
| ii. Develop and implement the necessary academic structure and staffing for university status | VPAA Ad Council BOT | \$300,000 2 Deans, support staff | VPAA has identified the necessary staffing. | Two schools established with undergraduate and graduate programs in each. | 3.1 | July 2019 |
| iii. Develop and implement increased research expectations and functions for faculty and students | VPAA Faculty | \$20,000 | Current research expectations are insufficient for university status. | New research expectations incorporated into faculty handbook and review policies; evident in course outlines for designated courses. | 2.8 | July 2019 |
| iv. Develop a new LPC branding campaign in preparation for university status | VPEMC Ad Council | \$125,000 | Initial work begun. | Written plan for re-branding campaign. | 1.6 | July 2019 |

| |
|--------------------------|
| Accomplished initiatives |
| Removed or merged |

ACB – Allotted in Current Budget
 Cost figures calculated as an hourly wage for the following types of employees:

- Leadership (Officers, Executives, Manager 1) - \$35.00 rounding up
- Management (Manager 2) - \$21.00 rounding up
- Admin (Admin 1, both FT & PT but excluding students) - \$15.00 rounding up

Use August, December, and April as due dates for future initiatives so that they can be reviewed during the committee meeting scheduled the following month.