

USK Strategic Plan 2018-2022: Mission, Vision, Values, and Goals with Strategies and Tactics

Mission

To provide a balanced education in the liberal arts and sciences, founded and rooted in the life of the Orthodox Christian tradition – **Inquiry Seeking Wisdom.**

Vision

Inspire lives of learning, faith, and action through a distinctive and transformative Christian education.

Values

Pedagogy
Scholarship
Community
Service

Goal 1. Orthodoxy: Promote an Orthodox Christian-inspired education and a vibrant Christ-centered campus life.

Strategy A. Broaden programming themes related to Christian faith and worship.

Tactics:

1. Found a chapter of the Orthodox Christian Fellowship.
2. Host at least 1 spiritual speaker per semester.
3. Found a chapter of the Fellowship of Christian Athletes.
4. Integrate prayer into athletic team life.

Strategy B. Increase Orthodox Christians to 2% of the student body.

Tactics:

1. Begin recruiting from Orthodox Christian K-12 schools and homeschool groups.
2. Begin recruiting from traditionally Orthodox Christian countries.

Goal 2. Capacity Building: Cultivate the processes, resources, and relationships needed for enduring success.

Strategy A. Ensure cash flow to cover operating expenses.

Tactics:

1. Cover more than 90% of operating expenses from student revenues.
2. Develop a 3-year budget identifying target sources and uses of funds.

Strategy B. Instill evidence-based administrative policies and practices, including shared governance.

Tactics:

1. Complete, approve, and implement the Faculty Handbook.
2. Develop an in-service training plan for all administrative staff with at least 0.5 FTE.
3. Develop inclusive committee structures and memberships.
4. Formalize a hiring process that promotes diversity of backgrounds and talents.
5. Involve Cabinet, Board, faculty, and students in strategic planning.

Strategy C. Scale up university spaces to accommodate expanding enrollment.

Tactics:

1. Conduct preliminary planning for a capital campaign.
2. Identify funding mechanisms for initial facilities in Chula Vista.
3. Initiate a capital campaign for campus construction.
4. Develop a long term campus/facility plan.
5. Outfit or obtain academic spaces with technology to meet curriculum needs.

Strategy D. Strengthen relationships with other universities and academic bodies.

Tactics:

2. Formalize at least 1 more degree-oriented articulation agreement.
3. Join a formal or informal group of small colleges to share best practices.

Goal 3. Scale: Amplify the University's unique voice in higher education through expanded enrollment and programming.

Strategy A. Implement promising practices to obtain a student retention rate of >70%.

Tactics:

1. Hire Director of Student Affairs to monitor students' academic progress, organize support services, and support student life.
2. Require individualized academic plans for students with GPA less than 2.0.
3. Require all full-time students and identified faculty to engage in at least 2 advising sessions per semester.
4. Teach study skills and time management to Freshmen.
5. Reinforce availability of tutoring to all students through multiple communication methods.

Strategy B. Increase total enrollment to 245 undergraduates by 2021-2022.

Tactics:

1. Initiate a \$10,000 Presidential Scholarship for San Diego County high school seniors with at least a 3.5 GPA and not taking an athletic scholarship.
2. Initiate academic merit scholarship that can be combined with athletic scholarships for high school seniors with at least a 3.0 GPA and a 21 on the ACT.
3. Partner with Classical charter high schools to offer concurrent enrollment.
4. As a federally designated Hispanic-Serving Institution (HSI), conduct more outreach to schools with a strong Hispanic presence.
5. Upgrade web presence and social media as recruitment tools.
6. Seek to increase nonathlete enrollment via substantially enhanced programming and focused recruitment efforts domestically and internationally.

Strategy C. Recruit and retain faculty and staff with the potential to bring local and national recognition to the University.

Tactics:

1. Offer tuition remission to full-time faculty and staff, spouses, and children.
2. Build a timeline for offering benefits and cost of living increases for faculty and staff into the multiyear budget.
3. Develop a long-term faculty recruitment and retention plan.
4. Build a diverse, qualified faculty drawn from traditional and nontraditional sources.

Goal 4. Pedagogy: Teach so that students learn about the world and about themselves.

Strategy A. Address global competencies to prepare students to thrive in a diverse, interconnected world.

Tactics:

1. Encourage students to be curious and informed about diversity in their current and future workplaces and communities through pedagogy and by example.
2. Diversify foreign language options.
3. Offer opportunities to learn about non-Western civilizations.

Strategy B. Conduct a comprehensive curriculum review across the University.

Tactics:

1. Review major requirements and course offerings in all degree programs for appropriate sequencing, depth, and breadth.
2. Review student learning outcomes for both short-term market needs and long-term applicability as part of the 7-year program review cycle.
3. Initiate a development program for full-time and part-time faculty to include pedagogy, curriculum development, and experiential learning.
4. Strengthen attention to basic skills in the Interdisciplinary Core.

Strategy C. Offer experiential learning to all undergraduates.

Tactics:

1. Apply for federal work-study status.
2. Conduct a mixed-methodological investigation to better understand students' preferences for learning platforms.
3. Prioritize ILOs to meet partially through experiential learning.
4. Organize experiential learning opportunities supporting identified ILOs.
5. Develop a robust portfolio of companies/organizations offering paid or for-credit internships.
6. Offer study abroad opportunities annually.

Strategy D. Initiate professional development and lifelong learning courses/programs.

Tactics:

1. Conduct a needs assessment in each degree program to prioritize professional development and lifelong learning topics.

2. Develop and offer at least one professional development or lifelong learning course or event per degree program.

Goal 5. Scholarship: Involve students and faculty in advancing their fields.

Strategy 5A. Encourage all students to engage in research aligned with their interests and abilities.

Tactics:

1. Articulate to students the value in scholarship from educational, civic, and religious perspectives.
2. Develop at least 1 for-credit research opportunity in each degree program apart from the capstone project.
4. Articulate and administer universal standards for capstone projects and their evaluation.

Strategy B. Develop the university's leadership role in the larger academic community.

Tactics:

1. Provide funds to faculty developing research proposals or preparing research for publication.
2. Produce at least 1 peer-reviewed article, 1 invited talk, or 3 expertise-based articles or interviews from each degree program in 3 years.
3. Host, co-host, chair a session, or give a paper at at least 1 conference in 3 years per degree program.

Goal 6. Community: Put moral and ethical leadership at the center of campus life.

Strategy A. Promote student involvement in building a responsive, inclusive, healthy, and environmentally respectful community.

Tactics:

1. Begin to implement sustainability initiatives in collaboration with the Student Senate.
2. Identify and fund student preferences for enrichment activities through the Student Senate.
3. Promote student health through universal gym access and funding for student-led initiatives.

Strategy B. Enhance athletic programs distinguished by competitive success and academic accomplishments of their student athletes.

Tactics:

1. Migrate from the National Christian College Athletic Association to the more competitive National Association of Intercollegiate Athletics (NAIA).
2. See Athletics Strategic Plan.

Strategy C. Establish a robust network that engages alumni, current students, and prospective students.

Tactics:

1. Identify goals and methods for an Alumni Association.
2. Initiate an Alumni Association.
3. Support Student Senate/club efforts to engage with Board members.

Strategy D. Expand services to all students, including first-generation freshmen, to promote healthy and successful lives.

Tactics:

1. Identify correlates of academic success and psychological well-being.
2. Improve financial literacy, including management of student debt, through group and individual counseling.
3. Offer free mental health counseling for anxiety, depression, and substance abuse.
4. Offer summer classes in writing and math at the pre-college level for incoming freshmen.
5. Convene a faculty-student-staff task force to implement practices from the National Resource Center of the First Year Experience and Students in Transition.
6. Enhance career advisory services, including resume writing and guest speakers.

Goal 7. Service: Enrich students' and neighbors' lives through action.

Strategy A. Encourage and facilitate community service as a lifelong habit.

Tactics:

1. Assess impact of community service participation on students and beneficiaries.
2. Articulate to students the value in service from educational, civic, and religious perspectives.
3. Conduct at least 1 community service event per funded team per year.
4. Publicize service opportunities in the region and beyond to the university community.