

Bob Jones University

2011-2016 Strategic Plan

INTRODUCTION

Bob Jones University's 2011-2016 strategic plan is a documentation of the vision the University will pursue over the next five years, the six key themes that emerged from the planning process and the research supporting it, and specific initiatives—organized by theme—that the University will complete to pursue the vision. The vision, themes and initiatives were developed in support of the University's mission to provide educational experiences that foster Christlike character development. The plan is supplemented by an implementation document that will enable the executive team and the cabinet to prioritize initiatives, assign specific individuals to execute and/or oversee the initiatives, create a budget for the completion of each initiative, document measurements and track the progress of individual initiatives toward target completion dates.

This strategic plan was created during the 2010-11 academic year. The planning process included direct inputs from the president, the chief operating officer, the chief operating officer-elect, the vice president for administration, and the vice president for finance. Members of the president's cabinet, academic deans and members of the faculty and staff contributed to the plan through annual reports and academic program reviews. Administrators, faculty, staff and students contributed to the plan through annual satisfaction surveys, and with alumni, parents of current students and community leaders, through focus groups and extended surveys conducted by Performa Higher Education.

Throughout the development of the plan, the planning team sought the mind of the Lord and His guidance and acknowledged the truth of Psalm 127:1, "Except the Lord build the house, they labor in vain that build it." Trusting that He has guided the process and recognizing that our efforts apart from His blessing are fruitless, we depend on His help to accomplish each element of the plan.

The plan is built on the assumption that the University is already pursuing some of the initiatives included in support of each of the strategic themes; inclusion in the plan emphasizes the intention to pursue these goals with even more specific and active focus.

Realizing the vision and accomplishing the themes and goals laid out in the plan will require additional institutional focus and/or resources. Some goals may require only additional focus and attention from university personnel. Accomplishing others may require reallocation of funds from existing programs, growing revenue by growing enrollment or raising funds through increased donations by alumni and friends.

Process

Creation of this strategic plan began in July 2010 with a two-day meeting of the president, vice presidents and CCO facilitated by Performa Higher Education representatives at which the key themes and initiatives were drafted. In September, Performa Higher Education conducted multiple focus groups with administrators, faculty, staff, alumni, community leaders and undergraduate students. With focus group inputs, PHE created extensive e-mail surveys sent to alumni, parents of students and prospective students. In November, PHE presented the research results to the president, vice presidents and CCO, and the group verified the key themes were appropriate in view of the research results. Over the next several months the vice presidents and CCO refined the plan with inputs from members of the executive board. The vice presidents presented the final plan to the president in April. The plan was presented to the executive committee of the board for approval and the president presented an overview of the approved plan to the Board in May. The president reviewed the final plan with administrators June 17, 2011, and with the faculty and staff June 30, 2011.

In subsequent years, the executive team will lead an update of the plan during the first quarter of the calendar year, soliciting inputs from other members of the campus community as needed and incorporating appropriate assessment results. The vice president for finance will ensure cost estimates for completing initiatives are updated in the budget. An updated plan will be presented to the president by the first week of April and to the Board by the first week of May. The plan will become effective with the beginning of the fiscal year, June 1.

Distribution

Copies of the Board-approved plan are provided to the president, the executives, the chancellor, the executive vice president emeritus, the members of the president's cabinet, the academic deans, the director of enrollment planning, the director of educational services, the director of institutional effectiveness, the director of advancement and others as designated by the president. The president will refer to the vision, key themes and representative initiatives throughout the year to keep faculty and staff focused on the vision and themes. The vision and key themes are posted on the university website.

VISION

BJU will be, by God's grace, the top aspirational choice for those who desire a biblically faithful liberal arts education that fosters the development of Christlike character.

STRATEGIC THEMES

Focus on Our Mission

We will strengthen the value of a BJU education and create platforms for growth by assessing our educational and operational functions and capacities in light of our mission-driven needs and by making appropriate adjustments. We will focus on the activities which help us achieve our mission and discontinue the activities that do not contribute to fulfilling our mission or distract us from fulfilling it. We will identify the roles needed to fulfill our mission, place people with the appropriate capabilities in the right positions and staff functions at appropriate levels.

Embrace a Culture of Appropriate Change

We will shape a campus community that is more comfortable with and more readily accepts appropriate change. We will define what cannot change in order to remain biblically faithful and what can change in order to fulfill our mission. We will continue to build leadership capabilities—collectively and individually—throughout the organization. We have individuals throughout the organization who are capable of assuming more responsibility. We will develop managers into leaders who can make excellent decisions quickly and decisively using data to inform the process. We will promote a culture that enables leaders to implement decisions with discipline, benefitting from tools such as project management and accountability.

Enhance the Value of a BJU Education

We will continue to emphasize a discipleship and educational approach that is based on the unchanging truths of God's Word and that is intended to foster the development of Christlike character. We can enhance the value of our educational programs by sharpening the biblical worldview development in all aspects of our curriculum; continuing to recruit and retain highly qualified, discipleship-minded faculty; and continuing to develop high-demand educational opportunities that are characterized by excellence and student success. We can enhance the value of student life programs by continually assessing and adjusting, when mission-appropriate, our student policies and discipline system; creating on-campus social "destinations"; strengthening leadership development programs and opportunities; and completing the dining common renovation as well as creating a long-term plan for student housing. We will work aggressively to make a BJU education an affordable option and to ensure that our degree programs are recognized and valued in both the public and private spheres.

Develop Our People

We can equip each employee to succeed in his or her role through appropriate training, biblical incentives, and accountability. We will provide those who serve at the University with opportunities for growth in their roles. We will systematically develop the skills of our best employees to prepare them for additional future responsibility, and we will work toward compensating them competitively.

Improve Communication

We will pursue with increased aggressiveness the full benefits of raising the communications function within BJU to a strategic level. We will execute a full rebranding program that will define internally and externally who we are and will seek to change long-standing public misperceptions about BJU. We will finalize communication objectives and strategies and will communicate where we are headed with both internal and external audiences. We will make improved communication with alumni and donors a key priority.

Steward Our Resources and Explore Opportunities for Potential Growth

Within our educational mission, we commit ourselves to faithful, effective, disciplined stewardship of the resources and opportunities entrusted to us and to appropriate future growth. We commit to strategic and purposeful use of our financial, physical and people resources. We recognize that growth opportunities are present in any environment and therefore will seek growth through enrollment—including distance learning, through BJU Press, from donors, and in areas that we will identify in the future. We will conduct—and update periodically—an environmental scan to identify and support with data the opportunities and threats that affect the University now and will affect it in the years to come and consider the results in ongoing planning.

We make the commitments addressed under each theme in complete dependence upon our God and Savior, understanding the sinfulness of planning independently of Him and the fruitlessness that is inevitable apart from His blessing.

STRATEGIC INITIATIVES

A number of specific initiatives have been identified under each key theme. An executive and/or cabinet member has been designated to lead each specific initiative and will assemble an appropriate faculty and/or staff team to implement each initiative. The strategic plan covers a five-year period; some initiatives will be started immediately, others later in the five-year period. Individual initiatives will be made public as appropriate.