



John Paul the Great Catholic University

# 2025 Strategic Plan

Holistic Formation within a Culture of Excellence  
in Creativity and Innovation

*Updated January 20, 2020*



**JOHN PAUL  
THE GREAT**  
CATHOLIC UNIVERSITY



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## Founding Vision, Mission & History

John Paul the Great Catholic University's (JPCatholic) founding idea in 2003 sought to build an entirely different type of professional Catholic institution of higher education where student artists, creators, innovators, leaders and entrepreneurs could encounter Jesus, who is Truth, Beauty and Goodness, receive a holistic formation, and master their craft within an academic culture of excellence in creativity and innovation.

Our vision is to send determined graduates, who know and love Jesus, to boldly proclaim His Gospel in culture impacting fields. It grew from our founding vision of seeking "to invent the future of Catholic higher education, graduating students who will boldly proclaim the Gospel of Jesus Christ with faithfulness and understanding, as innovators and creators, leaders and entrepreneurs."

Our mission is to impact culture for Christ by forming students as creators and innovators, leaders and entrepreneurs in the Creative Arts and Business Innovation and steeped in the Catholic Intellectual Tradition.

Our first decade has been one of significant accomplishment. We began operation in 2006 with 30 freshmen students in leased space in Scripps Ranch, a suburb of the City of San Diego. Growth and innovation across many dimensions of the university has positioned JPCatholic as an institution that offers students the right formation for the 21st century—a pragmatic education to form students to impact culture for Christ. We have developed a truly distinctive and attractive array of degree programs and positioned the university as a worthy aspirational institution of higher education. We acquired critical real estate resources in Fall 2013, when JPCatholic moved to Escondido's charming and historic downtown. It offered desirable real estate suitable for higher education, as well as significant performing arts and public transportation infrastructure.

JPCatholic achieved WSCUC [WASC (Western Association of Schools and Colleges) Senior College and University Commission] accreditation in March 2015. JPCatholic began the 2018-19 academic year with: 285 undergraduate and 21 graduate students from 41 states, 11 full-time and 35 adjunct faculty members, and 29 administrative staff. The University has conferred a total of 319 undergraduate and 144 graduate degrees. It has 40,700 sq. ft. of space, of which 11,100 sq. ft. is leased.

A key ingredient in our success over the past decade has been the guidance and practicality of our 2018 Strategic Plan, whose goals and objectives, as well as its accountability and sustainability benchmarks were central to our operational practice. It served as an important guide for our decision-making and actions, providing the foundation for an extraordinary decade of growth.

## 2025 Strategic Plan Overview

This Strategic Plan reaffirms our founding vision, advances our mission and translates it into strategy. The planning process, which began in 2017, embraced transparency and built consensus as it gathered information, performed analysis, and entertained careful thought by numerous people across our campus. This plan is to provide clear direction for how JPCatholic moves forward strategically to greater purpose and impact from our current position. It demands focusing our efforts and investments in academic programs and critical learning resources, which we can most clearly differentiate ourselves, enhancing our reputation for excellence in creativity and innovation, and where our graduates can have the greatest impact on our culture for Christ.

Our future challenges within the rapidly changing higher education landscape are very real, are multifaceted, and touch upon virtually all aspects of our institution. This plan is structured around our major concerns that we, along with many peer institutions, face. We outline the distinctive ways in which we will address them. The plan centers, first, on our holistic student formation process – that which gives them a solid foundation for meaningful, faith-filled lives of accomplishment and service in a complex, global, and ever-evolving world. This plan charts our path forward with optimism born of the successes of our first decade and offers a blueprint for success through 2025. It is a strategic guide rather than a tactical roadmap. It challenges all of us within JPCatholic's Christ-centered, academic community to think creatively and work collaboratively to align our time, talent, and activities to put this plan into action. We aspire to enhance JPCatholic's position as an emerging, great Catholic university whose overarching mission is forming students ready to impact culture for Christ.

### **Our 2025 Strategic Priorities are to**

1. Provide Holistic Student Formation to Impact Culture for Christ
2. Foster a Culture of Excellence in Creativity & Innovation
3. Advance Institutional Sustainability

Holistic student formation requires a unified, whole person formation process (spiritual, intellectual and human) providing students with the opportunity to encounter Jesus, who is Truth, Beauty, and Goodness within a rigorous and unified, experiential learning environment for the study of the Creative Arts and Business Innovation. Core to the campus environment are an enthusiastic teaching faculty and staff who possess and witness the virtues necessary to “love in action and truth.” They are balanced in their judgment; emotionally mature in their behaviors; respectful to all with a strong sense of justice and genuine compassionate; being true to their word; and culminating in being persons of integrity. They are central to the formation of students to Impact Culture for Christ –readying them to engage the world for Christ. It demands that we embed in our curriculum tools for global cultural engagement to magnify our cultural impact for Christ - locally, nationally, and internationally as well as deploy co-curricular activities to connect and engage with our community, locally and globally, with a commitment of thinking beyond self and placing a high value on service.

Fostering a Culture of Excellence in Creativity & Innovation inspires us to broaden our academic focus and build new market-responsive, transformational areas of emphasis within our current degree programs that cultivate creativity and innovation in a collaborative environment. The greatest opportunities are when we can fully integrate knowledge and the methods from different disciplines with a genuine synthesis of interdisciplinary approaches. It requires us to attract, retain, actively support, and intentionally develop exceptional faculty and staff, as well as to continue hiring practices to increase diversity among JPCatholic's faculty, senior leadership, and trustees.

Advancing Institutional Sustainability requires growth in student enrollment; increased retention; control of tuition discount rate; robust philanthropy; financial discipline, sophisticated tools, and increased cash reserves; and maintenance of WSCUC accreditation and regulatory compliance.

### **Our External Environment**

Two significant marketplace tensions strongly influence our business and impact our growth potential:

- The higher education industry: declining enrollment and increasing tuition sensitivities
- The creative industries: rapid growth and dynamism

## The Higher Education Industry

JPCatholic University operates within the rapidly changing higher education industry landscape, which is highly competitive and has an unpredictable regulatory environment. The business of higher education is in the midst of great disruption and is changing dramatically. While the value of a college degree is being questioned broadly, the heightened competition among colleges and universities, including our peer group is challenging. Peer institutions are expanding their program offerings, providing ever more services and amenities, and offering steadily larger amounts of financial aid - often based on merit rather than need. Students and their families are increasingly aware of their choices in the recruitment process. The uncertainties of these competitive forces challenge us as we compete for students with more prestigious and selective colleges. Further, there is a pronounced demographic decline in the traditional pools of potential students.

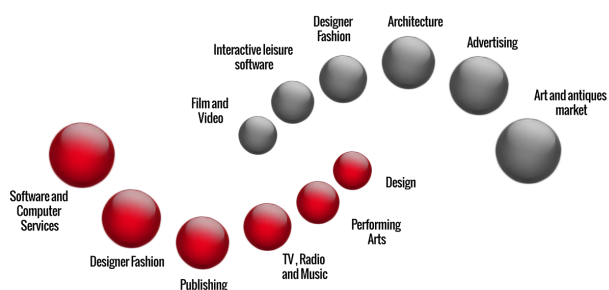
In 2010, Seth Godin<sup>1</sup>, a bestselling author and marketing guru, predicted that “for 400 years, higher education in the U.S. has been on a roll . . . I’m afraid that’s about to crash and burn.” Numerous studies indicate that in 2017 there is an abundant college supply compared to student demand. In fact, a WSJ article (In Reversal, Colleges Rein In Tuition; Prices of higher education are rising in line with inflation as enrollment stagnates; by Josh Mitchell, Jul 23, 2017) detailed that the number of colleges increased 33% between 1990 and 2012, while student enrollment is now down 4% from a peak in 2010, and the projected number of high school graduates is expected to remain flat thru’ 2023. These facts pressure colleges to justify high tuitions, as their graduates are often not getting high-paying jobs. Increasingly, tuition sensitivity is an important factor for enrollment decline. Private colleges are now offering deeper tuition discounts to lure more students and boost overall revenue. Unfortunately, the strategy isn’t working, and college tuition is now growing at the slowest pace in decades.

JPCatholic argues convincingly of the value of our multi-disciplinary academic program in the Creative Arts and Business Innovation, and of our applied learning experience within a deeply Catholic community. We remain focused on delivering our robust core value proposition to our students and their families; our tuition affordability; our operational agility; and organizational adaptability.

## The Creative Industries

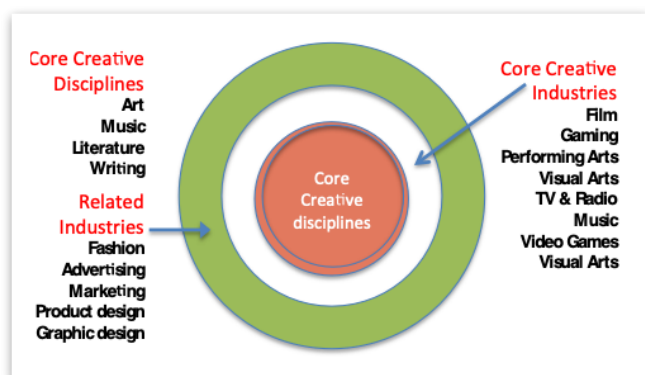
The UNESCO 2013 Creative Economy Report begins with the statement that “the creative economy has become a powerful transformative force in the world today. It is one of the most rapidly growing sectors of the world economy, not just in terms of income generation but also for job creation.”<sup>2</sup>

The report continues, “Intellectual and creative resources are being invested in the culture-based industries, whose outputs are often intangible. Human creativity and innovation are the key drivers of these industries and have become the true wealth of the 21st century. Indirectly, culture increasingly underpins the ways in which people everywhere understand the world and see their place in it”.



<sup>1</sup> <https://seths.blog/2010/04/the-coming-meltdown-in-higher-education-as-seen-by-a-marketer/>

<sup>2</sup> <http://www.unesco.org/culture/pdf/creative-economy-report-2013.pdf>



The creative industries (from the Creative Industries Sector Group) cause substantial cultural impact. The economic growth produced outpaces every other sector of the economy. Disruptive technologies are catalyzing explosive growth of new entrepreneurial firms in the creative and cultural industries. Innovation is transforming the processes to create, market, distribute, and consume creative products and services. The graphic shows the core creative arts academic disciplines along with both the core creative industries and related industries in which students can seek

employment upon graduation. The graphic summarizes the academic disciplines in which we will expand.

### The Fundamental Characteristics of a Creative Arts University

At the outset of this Strategic Plan, we sought to understand the fundamental characteristics of a Creative Arts university. To gain this understanding, we visited and analyzed institutions, which we consider as industry leaders. We visited their campuses and talked with faculty and students at: California Institute of the Arts (Santa Clarita, CA); Savannah College of Art and Design (Savannah, GA), Art Center College of Design (Pasadena, CA), and Full Sail (Orlando, FL). In pursuit of excellence in the Creative Arts, these institutions provide our benchmarks. See Appendix 3 for more details and summary.

In studying their programs, operational best practices, and campus facilities, several fundamental characteristics clearly emerged. Their:

- **Academic programs** enable valuable multidisciplinary synergies that prepare students to be proficient at the many intersections within the Creative Arts and Business Innovation.
- **Faculty members** are accomplished industry practitioners with deep applied experience and broad professional networks.
- **Campus learning resources** cultivates the student's imagination, facilitates multi-disciplinary creative collaboration, and reflects the student's future work environment.
- **Institutional culture and operational practices** are strongly aligned with facilitating the students' future impact within the creative industries.
- **Career planning support** provides students and alums with ongoing opportunities to meet with industry leaders and to network with relevant industry professionals.

These great Creative Arts colleges have enormous cultural impact as a result of the widespread presence of their talented graduates within the many global leaders of the creative industries.

### Our Internal Environment

**1. Our Core Value Proposition** What sets JPCatholic apart is our holistic student formation and our cultivation of student's imagination within a rigorous and robust academic culture of excellence in creativity and innovation - deeply rooted in the ultimate Truth of Jesus Christ. Thus, the art and innovation produced reveals the Light of Jesus Christ at the heart of our students' inspired vision.

Our core curriculum facilitates an encounter with Jesus Christ, who is Truth, Beauty, and Goodness. It is this encounter, within our strong and lived Catholic faith environment, that forms the heart of our students and shapes their creative imagination, vision and decision-making. It is the understanding and experience of Truth, Beauty, and Goodness that frees our students from the constraints of their own narcissism and enable them to see world as it is.

JPCatholic's applied learning environment, with its "learning by doing" philosophy, offers an excellent ecosystem for the study of the Creative Arts and Business Innovation. The integration of student learning and applied experience is a cornerstone of our education and is common across all of our programs. Whether it is producing a student written short film, designing a mobile game, or writing a business plan, opportunities abound across our curriculum to put course work and academic principles into practice.

The richness of our learning experience and our value proposition comes from:

- Believing Catholic and Christian faculty, who are accomplished industry practitioners, tightly coupled with state-of-the-art learning resources (labs, equipment, and facilities) within a nurturing student culture of learning by doing (producing, designing, making).
- A core curriculum that is tightly integrates the Catholic Intellectual Tradition with the contemporary professional Creative Arts and Business Innovation.
- A lived faith environment that promotes the spiritual and human maturation of our students.
- A missionary spirit that promotes service to the surrounding community.

JPCatholic's vision is bold, fresh and unique. It is important to note that: While we have a strong commitment to the rich Catholic intellectual Tradition and the Catholic magisterial teachings, we are not a liberal arts school with a particular focus in media. While we aspire to intellectual rigor and creative excellence, we are not a "trade school".

**What is JPCatholic then?** We combine the academic focus and operational best practices of secular Creative Arts institutions, in nurturing the creativity and cultivating the imagination of students, with a tightly integrated and rigorous liberal arts core, and within a deep Catholic faith environment.

**2. Our Academic Degree Programs** are designed to deliver on our mission – forming graduates ready to impact culture for Christ in the culturally powerful and significant disciplines of the Creative Arts (including Entertainment Media) and Business Innovation. Our three degree-programs are:

**1. BS degree in Communications Media** with eight areas of emphases:

Screenwriting	Producing	Game Development
Acting for Stage & Screen	Production & Directing	Animation
	Post-Production	Graphic Design

**2. BS degree in Business** with three areas of emphases:

Leadership & Management	Marketing & Sales	Creative Entrepreneurship
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**3. BA degree in Humanities** with five areas of emphases:

Creative Writing & Screenwriting	Musical Theatre	Illustration
Theology & Philosophy	New Evangelization	

Our Humanities BA degree was added in 2017 to provide students with the opportunity for in-depth Liberal Arts study, which critically underpins the Creative Arts.

Our core general education offers an in-depth foundation in the study of: Sacred Scripture; philosophy; the great works of literature, art, and music; culture making; the Constitution and American politics; and the fundamentals of business. This core provides students with a deep understanding of Judeo-Christian principles that underpin our culture. Students have the opportunity to embed these principles into practice as they deepen their mastery of creativity and innovation.

**3. Our Campus Real Estate** In 2006, JPCatholic began operation with 30 freshmen students and 4,400 sq. ft. of leased space in Scripps Ranch, a suburb of San Diego. By 2013, our student body had increased to 125 and our leased space to 13,000 sq. ft. We began Fall 2013 in Escondido with 145 students and 30,800 sq. ft. of owned and leased space. By Fall 2018, our student body had grown to 306 students and 40,700 sq. ft. of space, of which 11,100 sq. ft. is leased. Escondido has a thriving arts community. The California Center for the Arts Escondido, located across the street from our campus, has a 1,600-seat concert hall, a 400-seat theatre, a large art gallery, multiple performance studios, and a 1,000-person conference center. A light rail terminal and a large and historic public park are within walking distance.

JPCatholic has purchased four strategically positioned buildings in downtown Escondido:

1. Academic building: 155 W Grand Ave – fully occupied [24,000 sq. ft.]
2. Student Life Center: 200 W Grand Ave – fully occupied [5,600 sq. ft.]
3. Future Creative Arts Academic Building: 131 S. Broadway [30,000 sq. ft.; 1.6-acre Lot]
4. Future St Teresa of Calcutta Chapel: 240 S. Maple [5,000 sq. ft.]

JPCatholic currently leases:

1. Administration & Faculty Building: 220 W Grand Ave – fully occupied, with an option to buy in 2022.
2. Student Residences (~50 townhouses and apartments) at Latitude 33 on Escondido Blvd.

**Academic Building** has a chapel, classrooms, a computer lab for media post-production and video game art and design, edit suites, a drawing lab, a soundstage and workshop, library, production equipment rental lab, faculty offices and student study areas. The \$1.85M building has \$1M in improvements.



**The Student Center** provides 5,600 sf. of office and gathering space. The campus “living room” provides a comfortable place to meet, relax, study, and socialize. The building, an architectural showpiece, bridges the main academic building with the Maple Pedestrian Plaza and the Center for the Performing Arts. The \$1.1M building has \$450K in improvements. Key gifts included: \$150,000 from the Simon and Mary Birch Foundation; \$80,000 from the Dan Murphy Foundation; and \$25,000 from Margot & Tom Kyd.



This Strategic Plan focuses on three critical strategic priorities for JPCatholic’s future. They are:

1. Provide Holistic Student Formation to Impact Culture for Christ.
2. Foster a Culture of Excellence in Creativity & Innovation.
3. Advance Institutional Sustainability.

## **Strategic Priority #1: Provide Holistic Student Formation to Impact Culture for Christ**

Formation is at the heart of what we do at JPCatholic – it is the most important thing we do. The continuum of formation (spiritual, intellectual and human) process requires a unified approach and it extends well beyond the classroom. Underpinning our founding vision is the belief that the Gospel of Jesus Christ being more broadly known and lived to create compelling, and redemptive arts and businesses is essential to positively impacting our contemporary cultural milieu. Success requires the application of an entrepreneurial mindset alongside a deep cultural understanding.

### **Objective 1.1 Form Students Holistically for Life & Mission**

1. Spiritual Formation - provides students with the opportunity to encounter Jesus
2. Intellectual Formation - provides students a rigorous and unified, experiential learning environment
3. Human Formation - develops in our students the virtues necessary to: “love in action and truth”
4. Formation for Impact – students acquire the skills and attitudes to communicate truth, goodness and beauty
5. Formation for Service - provide students the opportunity to use their talents to help others

### **Objective 1.2 Improve Formation within Student Life through Presence and Intentionality**

1. Enable students to encounter Jesus
2. Promote and witness the living of virtuous lives
3. Increase student participation in Households

### Objective 1.3 Renovate St Teresa of Calcutta Chapel

We attract students and faculty with a strong interest in transforming our culture through art and business. We have a significant opportunity to develop our pedagogy in such a way that cultural impact and community engagement principles are infused across our curriculum. We form students with the essential understanding of what influences and shapes global cultures; an entrepreneurial mindset; a sense of how to create dynamic engagement within our communities, local and global; and a resolve for deliberate action through the projects our students will complete and the people they will touch.



### Objective 1.1 Form Students Holistically for Life & Mission

1. **Spiritual Formation:** Our goal in spiritual formation is to provide students with the opportunity to encounter Jesus, who is Truth, Beauty, and Goodness, within a strong and lived faith environment. Art comes from the heart. Formation of the heart is at our core. On reaching the heart, we can then form the intellect. Some simple indicators of success are participation in the daily sacramental life of the community.
2. **Intellectual formation:** Our goal in intellectual formation is to provide students a rigorous and unified, experiential learning environment for the study of the Creative Arts and Business Innovation, with appropriate and adequate learning resources, enthusiastic teaching faculty, flexible cross-disciplinary curriculum, and career advising to broaden our students' academic perspectives, and shape their creative imagination.
3. **Human formation:** Our goal in human formation is to develop in our students the virtues necessary to: "love in action and truth"; be balanced in their judgment; be emotionally mature in their behaviors; respectful to all with a strong sense of justice and genuine compassionate; be true to their word; and above all be persons of integrity. Faculty members are encouraged to infuse curriculum with: virtue principles (see details in Appendix 1); tools for cultural engagement for impact; and a commitment to evangelization and service.
4. **Formation for Impact:** Our goal in formation for impact is to inspire in the student the desire to acquire the skills and attitudes necessary to effectively communicate truth, goodness and beauty locally and globally to impact culture for Christ. Our mission to shape innovators and creators, leaders and entrepreneurs at the intersections of media, business, and the humanities demands that our students to move beyond merely passing grades and satisfactory performance to desire for culture what Christ himself desires. This requires passion, commitment and hard work. Formation for impact involves not only intellectual and applied skills, but also the desire that 'everyone be saved and come to the knowledge of the truth' (1 Tim 2:4).

Formation for Impact demands that we effectively embed and integrate into our curriculum the fundamental principles of and the tools for cultural understanding and community engagement for cultural impact for Christ - locally, nationally, and internationally.

5. **Formation for Service:** Our goal in formation for service is to embed service to others into the culture of the University, becoming an essential part of the students' curricular and co-curricular learning experiences, while contributing greatly to their spiritual, intellectual, and human formation. Service, for the benefit of others, prepares students for their ultimate life's mission, placing a high value on the use of their gifts and talents to help those in need. Service fosters personal growth, self-esteem, empathy and thinking beyond self, while

providing insights and understanding of the needs within their local Escondido community, as well as regional and global needs. Service provides opportunities for students to complete tasks and reach goals.

The fruits of the richness of our holistic student formation produces graduates ready to shine the light of Christ using their skills and talents to impact our culture for Christ. Our challenge is in developing a pedagogy, which infuses the fundamental principles of cultural understanding and community engagement into our curriculum and practice, whose outcomes are measurable, and whose success will expand the influence of the University.

### Objective 1.2 Improve Formation within Student Life through Presence and Intentionality

While our 2018 Strategic Plan articulated a compelling vision and described a path to excellence in student residential life, JPCatholic has struggled to develop a consistent mission focused student life. There is: ambivalence about the role of Households; an underdeveloped potential of the residential experience to bolster a more mature spiritual environment; an inadequacy of facilities in the support of the student's spiritual life; and a weakly developed sense of campus community. This Strategic Plan focuses on a more substantive vision of the student's experience beyond the classroom. Continued success in formation, understood broadly, rests heavily upon the long-sought improvement in student life on our campus.

1. **Enable students to encounter Jesus:** Student Life staff must challenge and more strongly support students to seek and to grow in their personal relationship with Jesus Christ. Creating opportunities within student life for this to encounter to occur must be a top priority.
2. **Promote and witness the living of virtuous lives:** A major co-curricular effort underway, beginning in Summer 2019 is infusing a unified understand of virtue, across all of our curriculum and within student life. The unified virtue map (Appendix 1) forms the basis for the efforts. Further, we must expect from all members of the JPCatholic community to be witnesses of what it is to live a virtuous life.
3. **Increase student participation in Households:** Tensions exists between the lived and spiritual dimensions in many students' lives. Households: offer a validated, organic structure for students to build community; provide peers to walk alongside as each grows in their relationship with Jesus; and create a strong peer-to-peer accountability structure.

### Objective 1.3 Renovate St. Teresa of Calcutta Chapel

An on-campus chapel, which serves as the central place of worship, is critical to the holistic formation of students and the spiritual well being of the campus community. To meet this need we acquired in July 2016 a simple, yet beautiful, 5,000 sq. ft. historic structure to house our Chapel. It was built in 1925 in the Mediterranean Revival architectural style, which was popular in California in the 1920's and 30's and drew heavily on the style of Mediterranean palaces and seaside villas. The rectangular building features a large,



symmetrical primary facade with stucco walls and a red tiled roof. Architect Louis Gill is considered as one of the greatest architects in San Diego's past.<sup>1</sup> He was nephew and one-time business partner of Irving Gill, a famous San Diego architect. The renovation cost is ~\$5M. Fundraising for this renovation will be part of a major Capital Campaign which JPCatholic will undertake once it is deemed feasible.

Assessment of the broad effect of our holistic formation process, cultural engagement, and service is challenging. The assessment of components (pedagogy, discipline) is essential both for piecing together the larger picture and for ensuring that institutional goals are met. Assessing cultural impact has been very difficult and many data gathering and analysis efforts have failed. We have struggled in connecting our curriculum with measurable culture impact outcomes, particularly assessing the role of the impact of student produced media content, as well as from co-curricular and service activities. We continue to work toward wrapping our collective minds around culture-impacting outcomes assessment to our media, business and humanities projects.

## Strategic Priority #2: Fostering a Culture of Excellence in Creativity & Innovation

Pope St. John Paul the Great in his **Letter to Artists**<sup>3</sup> hoped that their art will *"help to affirm that true beauty which, as a glimmer of the Spirit of God, will transfigure matter, opening the human soul to the sense of the eternal."*

**Objective 2.1 Build new, transformational program emphases to cultivate creativity, innovation in a collaborative interdisciplinary environment.**

**Objective 2.2 Support and Develop Exceptional and Diverse Faculty and Staff**

1. Faculty and Staff Development
2. Faculty and Staff Compensation
3. Faculty Workload and Scholarship
4. Faculty Diversity
5. Leadership Diversity
6. Trustee Diversity

**Objective 2.3 Renovate Creative Arts Academic Complex**

**Objective 2.4 Expand our Library Resources**

**Objective 2.5 Raise Institutional Stature through Student & Alumni Success**

1. Improve Selectivity & Ranking
2. Enhance career services and alumni networks

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<sup>3</sup> [https://www.vatican.va/content/john-paul-ii/en/letters/1999/documents/hf\\_jp-ii\\_let\\_23041999\\_artists.html](https://www.vatican.va/content/john-paul-ii/en/letters/1999/documents/hf_jp-ii_let_23041999_artists.html)



## **Objective 2.6 Build a Creative Arts and Business Innovation Industry cluster around the University**

JPCatholic has developed a strong competitive position in Creative Arts and Business Innovation. In our rapidly changing world and the contemporary cultural context, JPCatholic's positioning within the Creative Arts and Business Innovation academic niche is vital for the formation of Catholic influencers to effect transformation in our global cultures.

## **Objective 2.1 Build new, market-responsive, transformational program emphases to cultivate creativity and innovation in a collaborative Interdisciplinary environment**

Within our niche, we are broadening our academic focus to build new market-responsive, transformational programs to cultivate creativity, innovation, and design thinking in a collaborative environment that will require faculty and students from different disciplines working together, each drawing on their disciplinary knowledge. We seek to encourage greater cross-disciplinary interactions, particularly among our Theology and Philosophy faculty, hoping they can view our creative arts and business innovation disciplines from the perspective of their faculty. Ultimately, the greatest opportunities for transformational programs come when we can more fully integrate knowledge and methods from different disciplines, using a real synthesis of Interdisciplinary approaches.

Through 2025, JPCatholic's goal is not to expand our undergraduate degree program offerings, but rather to offer more interdisciplinary study across our current programs. Thus, we will offer our students the opportunity to explore more broadly the creative process; examine their impact on our cultures; their role as a channel for transformation; and to discover how to commercialize the Creative Arts and business Innovation - from creator to customer. Our students will have the opportunity to explore, ideate and create across multiple disciplines - the cinematic arts (film, broadcast media, digital media, animation, gaming), the visual arts (illustration and sculpture), design (graphic, fashion, environment, set and costume), the recording arts, the performing arts (stage and screen), and the humanities (philosophy, theology, literature, creative writing, and poetry).

Harmonized with academic inquiry, our programs will develop the creative imagination of our students with artistic discipline and technical mastery across a broad range of the creative disciplines. Our students will seek to create synergies between their passionate pursuits and underpinned by broad intellectual discourses of Truth, Beauty, and Goodness. They will acquire a breadth of knowledge and depth of understanding that will prepare them for a wide variety of rewarding careers. Our graduates will be effective critical thinkers, cultural philosophers, creative leaders and curious entrepreneurs

Fostering and enhancing our reputation for creativity and innovation is critical for JPCatholic. Human creativity and innovation are the key drivers of these industries and have become the true wealth of the 21st century. Indirectly, culture increasingly underpins the ways in which people everywhere understand the world and see their place in it".

## **Objective 2.2 Support and Develop Exceptional and Diverse Faculty and Staff**

JPCatholic is blessed with committed and talented teaching faculty and support staff. Our professional staff members contribute in various ways to enabling student success, organizational efficiencies, and institutional sustainability. Our Faculty members are accomplished industry practitioners and scholars with deep applied experience and broad professional and scholarly networks. Our 2015 WSCUC review identified a lack of gender

and ethnic diversity in our faculty, senior leadership, and trustees and recommended a review of hiring and recruitment practices to increase diversity.

Diversity in the Film and TV Industry: A 2018 report<sup>4</sup> from San Diego State University, part of their annual Study of Women in Television and Film, found that among the top grossing films that year, women accounted for only 20 percent of all directors, writers, producers, executive producers, editors, and cinematographers. Only 1 percent of those films employed 10 or more women in those roles, while 74 percent employed 10 or more men. Since 1998, this study, which analyses the employment of women in the top 250 domestic grossing films each year has shown only minimal improvement. The number of women cinematographers has remained almost stagnant for the entirety of this 21-year study. However, in independent films, the percentages of women working as directors, writers, producers, executive producers, and editors on reached historic highs in 2018-19. Women comprised 33% of directors, up 4 percentage points from 29% in 2017-18, and 32% of writers, up 6 percentage points from 26% in 2017-18. Women accounted for 37% of producers, up 1 percentage point from 36% in 2017-18, and 32% of executive producers, up 6 percentage points from 26% in 2017-18. Women made up 29% of editors, up 2 percentage points from 27% in 2017-18. Despite these gains, it is important to note that independent films employed more than twice as many men as women (68% vs. 32%) in key behind-the-scenes roles.

### **1. Faculty and Staff Development**

Actively support faculty and staff member professional development. This includes professional society memberships, travel to professional conferences, support for creative and scholarly projects, as well as professional networking.

### **2. Faculty and Staff Compensation**

Salary and benefits must remain competitive. Faculty compensation standards are measured against those at AAUP religiously affiliated Baccalaureate institutions, which is summarized in the following table and includes the average salary data for the standard 9-month academic year as well as the pro-rated 12-month salary, which most JPCatholic faculty members select. This determination is separate from that of our staff compensation, which is defined by local market conditions.

### **3. Faculty Workload and Scholarship**

Our faculty members are accomplished professionals in their fields; a great source of inspiration to our students; teach with distinction and inspire creativity and innovation; recognized for their scholarship. They have created impressive interdisciplinary degree programs with amazing curricular and pedagogical innovation. Our challenges are providing faculty and staff with a mission focused, respectful and family friendly workplace, competitive compensation; appropriate professional development; and the multifaceted support needed to sustain their exceptional level of performance. For faculty, this requires being attentive to demands on faculty time and reducing the faculty student-advising workload; supporting faculty in developing innovative teaching techniques that are less, rather than more, time intensive; and monitoring faculty workload to ensure equity.

Full-time faculty are all designated as teaching intensive. We embrace the AAUP standard teaching responsibility of twelve credits per quarter (four distinct three-credit classes) for faculty while assigned exclusively to teaching. This load can increase to 15 credits per quarter if the faculty has just two distinct classes. According to NCES, the national average student-to-faculty ratio is 18:1.

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<sup>4</sup> [https://womenintvfilm.sdsu.edu/wp-content/uploads/2019/01/2018\\_Celluloid\\_Ceiling\\_Report.pdf](https://womenintvfilm.sdsu.edu/wp-content/uploads/2019/01/2018_Celluloid_Ceiling_Report.pdf)

#### 4. Faculty Diversity

Increasing faculty diversity has been a critical and challenging focus, as it is in the Entertainment industry. Of our 10 full-time faculty members, three are women, and one woman is an underrepresented minority (URM)<sup>5</sup>. Of our 29 adjunct faculty members, 9 are women. Two women and two men are URM.

Some of the challenges with increasing faculty diversity are the small size of the faculty, the focused mission of the school and programs, low diversity of qualified faculty in our specific programs, and inconsistent application of hiring best practices. Faculty recruitment should reflect our goals for the academic program and for the overall student learning experience, with a high priority on diversity and who are open to interdisciplinary work.

Policies and practices for hiring full-time and part-time faculty have been modified to increase the pool of qualified candidates and ensure fairness in hiring practices. To attract a diverse pool of qualified candidates for a faculty opening, we have been careful in the language used after reviewing research showing that the phrases and tone of a job description can affect whether qualified candidates choose to apply. We now create job descriptions that encourage all qualified applicants to apply by using gender-neutral, inclusive language. While we do engage in wider posting of faculty openings to increase faculty diversity – most candidates come from personal references. Some departments, like Acting, have seen a growth in female faculty with 1 full-time woman, 4 adjunct women and one male. Two of the six women are from underrepresented minority groups.

#### 5. Leadership Diversity

Efforts to diversify senior leadership at JPCatholic have followed a similar pattern to the efforts to diversify faculty. The equal employment opportunity language is included in all job postings to ensure our commitment to considering all qualified applicants is communicated well and clearly. Three out of ten members of the President's Cabinet are women. Our goal continues to be to increase the number of underrepresented minority (URM) with improved processes for hiring.

#### 6. Trustees Diversity

JPCatholic has increased the ethnic diversity of our Trustees with two Hispanics and one Asian. We increased gender diversity with three women up until 2018-now the number has dropped to one. We continue to seek trustees who can contribute valuable and diverse perspectives.

JPCatholic is committed to continuing to implement hiring practices to increase diversity in our faculty, senior leadership, and trustees.

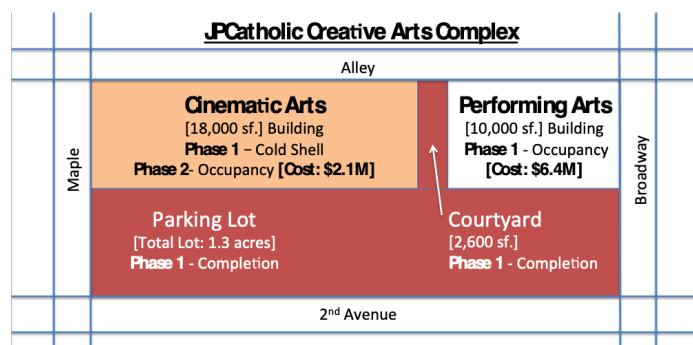
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<sup>5</sup> An **underrepresented minority (URM)** is someone whose racial or ethnic makeup is from one of the following:

- African American / Black
- Asian: Filipino or Vietnamese only
- Hispanic/Latinos
- Native American / Alaskan Native
- Native Hawaiian / other Pacific Islander
- Two or more races, when one or more are from the preceding racial and ethnic categories in this list

### Objective 2.3 Renovate Creative Arts Academic Complex

Campus learning resources, which cultivate the student's imagination, facilitate interdisciplinary creative collaboration, and reflect the student's future work environment are critical to building new, transformational program emphases.



In 2016, anticipating our future growth and to house a Creative Arts complex, JPCatholic purchased a 1954-built, 30,620 sq. ft. former Sears department store building on 1.3-acres. The \$3.1M purchase was funded by a \$1.5M gift from the Caster Family Trust, along with bank debt financing. The building is structurally sound but requires significant renovation.

The renovated facilities will accommodate faculty and student needs, as well as to allow student enrollment to

grow to 600. The \$8,500,000, two-phase renovation project will create two new buildings separated by a courtyard—one 10,000 sq. ft. and the other 18,000 sq. ft.—separated by a 2,600 sq. ft. courtyard. It will include state-of-the-art production and studio spaces with computer labs, sound stages, screening theatre, an acting lab, and a performance stage. It will also include a new library, more faculty offices, parking and a central courtyard will foster community. In addition to enabling academic program growth, it will increase institutional stature and selectivity, strengthen our financial position, and increase our net assets.

**Phase 1** (estimated cost - \$6.4M) will:

- (1) Complete site preparation;
- (2) Complete a 10,000 sq. ft. Performing Arts building;
- (3) Bring an 18,000 sq. ft. Cinematic Arts building to “cold shell” for a Phase 2 completion;
- (4) Complete a 2,620 sq. ft. Courtyard for social gatherings.

**Phase 2** (estimated cost - \$2.1M) will:

- (1) Complete the 18,000 sq. ft. Cinematic Arts building.

The renovation funds will be part of a major Capital Campaign yet to be deemed feasible.

### Objective 2.4 Expand our Library Resources

Libraries are a fundamental resource for a successful university. Given that the Library itself and our student needs are changing rapidly, we are exploring how to define the future nature of our library. Given the expected impact of our library on our students, faculty, and visitors, how we expand its resources - both physical and virtual - in this digital era is an important strategy for our future success. Our current library resources, with its modest collection of physical books, are complemented by access to much larger online collections. We are asking the essential question “what type of library will meet our student and faculty needs?” Setting out to address this question requires broad and collaborative thinking, as befits JPCatholic’s bold ambitions. We don’t have the answer but hope to uncover it. Our goal is to complete Library expansion no later than Fall 2025.



## **Objective 2.5 Elevate Institutional Stature through Student & Alumni Success**

### **1. Improve Selectivity & Ranking**

Selectivity is measured by the percentage of student applicants who are admitted. The lower the percentage, the higher the selectivity. JPCatholic currently admits 95% of all applicants. Our goal is to significantly reduce this key selectivity metric to approach 50% by 2025.

In our first US News ranking, JPCatholic earned #12 rank in the Regional Colleges West category, which has 64 colleges. US News ranks a total of 1523 colleges and universities, in 4 categories:

- a. National Universities - 312
- b. Liberal Arts Colleges - 233
- c. Regional Universities - 656
- d. Regional Colleges - 322

The 322 regional colleges focus on undergraduate education but grant fewer than half their degrees in liberal arts disciplines. These rankings are split into four regions: North (56), South (111), Midwest (91) and West (64). There are 656 Regional Universities - split into four regions: North (196), South (148), Midwest (172) and West (140). Our goal is to move to the Regional Universities category before 2025.

### **2. Enhance career services and alumni networks**

Our Career Service support provides students and alums with ongoing opportunities to meet with industry leaders and to network with relevant industry professionals. Our timely support in their job placements needs from the first day they arrive on campus and continuing well past their graduation. It maintains “jobs available” and “placements made” database; career related informational resources; holds frequent job fairs and on-campus recruiting events; and provides information on graduate schools, admissions, and general financial aid. Its critical services include assisting and advising all students through regularly scheduled group workshops and individual appointments, in their pursuit of:

- ✓ Part-time jobs
- ✓ Career related Internships
- ✓ Full-time jobs – aiding the transition from college to career by providing career development, planning, counseling, occupational information, referrals to assist students.

JPCatholic must continue to enhance our career advising system, in close collaboration with our faculty. Career and/or future graduate study advising must be more closely linked to our academic department’s faculty advising and mentoring, creating a seamless process for students in their efforts to seek their dream job and career. We must foster in students’ intentional thought and planned actions about their personal, spiritual, academic, career and community service goals.

The student’s senior year is a particularly important time for critical reflection on what they have learned and on what career opportunities are available to them. Student portfolios, generated in their comprehensive and intensive yearlong senior project process, provide a seminal, creative product that can be shared with prospective employers and/or graduate schools.

Alumni have a particularly important role to play in career placement. We must expand programs to build stronger connections among and mutual support for our alumni. We must make use of their ability to mentor as well as place graduates in internships and careers. We must put in place a more complete data collection strategy (currently using surveys, individual contacts and social networking monitoring) and further analyses of their career activity patterns to help us be more specific about successful outcomes, thus preparing us to help students identify their best possible options. Our goals are to provide part-time jobs, career related Internships, and full-time job or graduate school placement for 100% of students seeking them. And gather 100% placement data for all Alumni.

### **Objective 2.6 Build a Creative Arts and Business Innovation Industry cluster around the University**

The initial step in creating an industry cluster around the university is our Business Launchpad sequence of courses, open to all students. These courses offer mentorship to conceive, nurture, and launch real companies. The learning experience fosters the belief that students can indeed build successful companies, both earning a profit and having a positive impact on culture. Within the Launchpad's safe environment, we aim to significantly increase the likelihood of success, while helping students minimize risk from failures. Passion and hard work are required to nurture sustainable companies in the Launchpad, as the experience is both rigorous and time intensive.

Once a student's company successfully moves past the Launchpad courses, students and alumni in the Business Incubator continue to receive ongoing weekly mentorship with a business professional. Our most successful spinout is Yellow Line Digital, which employs ~15 alums and offers many internships and part-time job opportunities to students. Other companies (New Eve Media, The Video Plant, Vandal Games, etc.) exist with few employee founders. Our goal is to have 10 companies by 2025.

## **Strategic Priority #3: Advancing Institutional Sustainability**

Sustainability has always been a major focus for JPCatholic. This section details how JPCatholic can respond to the ever-increasing competitive pressures in the Higher Education Industry to cost-effectively educate our students and to build a philanthropic engine to increase affordability. We have successfully navigated this highly competitive and highly regulated marketplace, maintaining sustainability for 12-years trend by carefully managing critical financial metrics: Student enrollment growth; retention; tuition discount rate; cash reserves; and philanthropy.

Our founding vision of being different and unique has helped us thrive. Our mission is our institutional driver, while our financial capacity and affordability is the ultimate measure of the feasibility of our aspirations. While funds do not drive this strategic plan, they are either an enabler or an inhibitor. This plan details significant financial demands, including the funds for scholarships, academic programs, building renovations and operations. The alignment of our financial goals, discipline, and risk management can improve our decision-making and ultimately the chances of our institutional success.

Achievement of this Strategic Priority requires growth in revenue streams from increased enrollment and retention, while controlling discount rate; vigilant management of our financial discipline using effective tools; increasing our overall philanthropy; and maintaining regional WSCUC accreditation and all other regulatory compliance.

### Objective 3.1 Grow revenue streams

1. Grow student enrollment
2. Increase student retention
3. Control tuition discount rate
4. Expand philanthropy

### Objective 3.2 Maintain sustainability

1. Enhance tools for sustainability
2. Manage financial goals, discipline and risk

### Objective 3.3 Maintain WSCUC accreditation and all required regulatory compliance

Future sustainability demands increasingly strict financial discipline, the use of sophisticated financial analysis and forecasting tools, timely reporting protocols, and comprehensive risk management processes. It requires our continued vigilance about managing risk, overall financial health, and key issues such as liquidity. It is critical to our trustees and executive team that our financial management tools identify, monitor and manage our key risks as our financial complexity increases within our current turbulent environment. Institutional risk management is a top-down process of identifying, monitoring and measuring risks, which starts with our mission and this strategic plan, and is infused through all layers in the university.

### Objective 3.1 Grow Revenue streams

#### 1. Grow Student Enrollment

Historical Enrollment Growth: The following table shows JPCatholic's actual undergraduate enrollment history since our inaugural class of 30 students in Fall 2006 through to 281 in Fall 2018. The data shows consistent and steady enrollment growth except in the period immediately after the 2008 recession.

Enrollment Growth by Area of Emphasis: Thus, we modified the projection and set a much more conservative enrollment growth - reaching 312 on-campus undergraduate students by 2025. This assumes new areas of emphasis, but no new degree programs. This number, which is reduced from past projections, is adequate for creating institutional operational efficiencies and building collaborative, interdisciplinary communities of practice.

The following Table shows our conservative enrollment growth goals for each of our current, undergraduate academic program areas of emphases in 2020 and 2025. Film/TV/Video will continue to be our largest program with our growth coming from our other emphases, particularly in Acting and Animation.

Student Growth by Area of Emphases	Degrees	2020	2025
Film/TV/Video	BS	79	78
Theatre / Musical Theatre	BS/BA	32	34
Game Design & Animation	BS	58	59
Illustration & Graphic Design	BA/BS	20	38
Creative Writing & Screenwriting	BA	16	22

Theology/Philosophy & New Evangelization	BA	23	32
Business / Advertising	BS	36	43
Returning Students		5	6
<b>Total</b>		<b>268</b>	<b>312</b>

See [Appendix 4](#) for more details on enrollment growth projections by year and by academic area of emphasis.

Across the US, a large number of public and private universities are abandoning their on-campus MBA programs, as the interest in online programs explode. In July 2019, JPCatholic's Faculty Senate, after a careful review of the MBA in Film Producing program viability and sustainability, recommend a shift in investments away from it, and it asked faculty to begin exploration of specialized, high-impact MFA degrees within the Creative Arts.

This strategic shift in investment will allow JPCatholic to align more closely with market demand while still building upon our established strengths in Creative Arts. This new MFA program will require an institutional substantive change approval from our accreditor WSCUC prior to the launch. The expected launch date is Fall 2025.

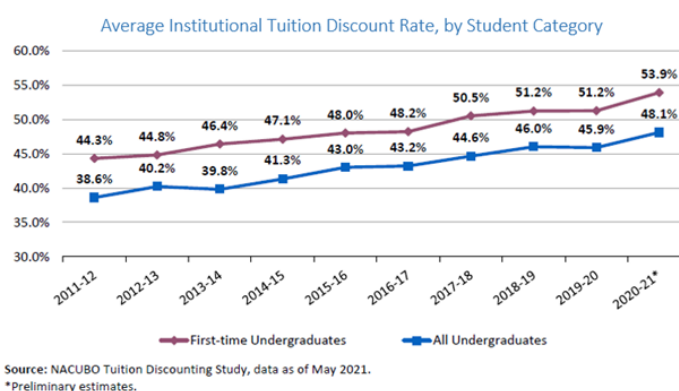
## 2. Increase Student Retention Rate

This is the percentage of first-time, first-year undergraduate students who continue their studies at JPCatholic in their next year. For example, a student who studies full-time in the fall quarter and keeps on studying in the program in the next fall quarter is counted in this rate. A high retention rate is a quality indicator of a most selective institution. Our rate is above regional and national averages and it continues to improve. For example, our first-time freshman student retention oscillates over the last four years at 80%, 71%, 69% and 75%, giving a 4-year average of 74%. As a benchmark USD and SDSU are at 89%; Franciscan University is 86%; while CSUSM is 79% and Ave Maria University is 73%. Our 2025 goal is to increase our first-time, first-year retention rate to 86%.

**Increase Graduation Rate** - the percentage of first-time, first-year undergraduate students who complete their degree within 150% of the published time for the program. Thus, for our four-academic-year degree program (3 calendar years), entering students who complete within six academic years (4.5 calendar years) are counted as graduates. Our graduation rate is currently 60% and is on track to increase to 65% by 2022. Increasing selectivity increases graduation rates. This key sustainability metric will increase significantly with more and better-equipped academic facilities and more distinguished faculty. For example, our graduation rate is approaching 61%, while USD is at 82%, SDSU is 75%, Franciscan is 78%, CSUSM is 53% and Ave Maria is 52%. Our graduation rate goal is to reach 70% by 2025, on our way to a longer-term goal of 75%.

## 3. Control tuition discount rate

This is the percentage of gross of tuition revenue given as scholarship. It is a key sustainability metric. It is a good measure of the perceived quality of the education provided. Private, non-profit colleges and universities have experienced a slow but steady increase in their tuition discount rate over the past decade according to a survey by the National





Association of College and University Business Officers (NACUBO). The rate has increased for all undergraduates from 38.6% in 2011-12 [35.1% in 2006/07] to an estimated 48.1% in 2017/18, and for first time, full-time freshmen from 44.3% [38.6%] to 53.9% over the same period.

We have successfully controlled our tuition discount rate and have a lower discount than the national average by 2.4% in 2013/14, 5% in 2015/16, and by 2.2% in 2019/20. This validates our competitive academic program and we have resisted the pressure to discount better than our peers. We must maintain a discount rate that is both competitive in recruiting and realistic in regard to our resources, especially as we anticipate greater socioeconomic diversity within our prospective student population. Our discount rate goal is to remain below 50% through 2025.

#### **4. Expand Philanthropy**

Critical to sustainability is building a more robust, professional and effective Development Office, which is charged with effectively identifying, engaging, soliciting, and stewarding generous benefactors. Clearly articulating the University's mission, achievement and promise in a compelling way is key to attracting the funding necessary for our sustainability and growth. The Development Office promotes a strong donor-centric culture within the JPCatholic. It translates our compelling opportunities and financial needs into messaging that can convince benefactors to invest.

Philanthropic funding is particularly critical to:

- ❖ Provide flexible need and merit-based scholarships to attract and retain best students;
- ❖ Renovate our academic and chapel buildings;
- ❖ Attract, Support, and retain excellent teaching faculty;
- ❖ Expand academic programs;
- ❖ Enable library expansion;
- ❖ Provide academic enrichment programs on-campus, as well as off-campus both in our LA Internship Quarter, and our immersive Global Study Abroad Quarter;
- ❖ Enable our student headcount to reach 600;
- ❖ Build our endowment;
- ❖ Cover operational shortfalls.

Fundraising, within the context of the Catholic higher education sector, is increasingly challenging within today's increasingly secular culture. The Catholic university need can be difficult to justify given the strong government funding for public higher education and the plethora of social justice causes. Fundraising is an opportunity to communicate the purpose, importance and impact of JPCatholic in our San Diego community, in our Southern California region, in California, in our nation, and the world.

#### **Development Office Fundraising Priorities & Strategies**

To meet our 2025 Strategic Plan goals, the DO has identified the following priorities

1. Grow Annual Fund giving to support student scholarships and unrestricted needs.
2. Explore a Capital Campaign to fund our:
  - a. Chapel Renovation;

- b. Creative Arts Building Renovation;
- c. Endowment.

### 3. Cultivate Planned Giving

## 1. Grow Annual Fund Giving

Annual Fund giving is the most important of JPCatholic's fundraising efforts and is the primary focus of our DO staff today. It consists of many separate solicitation activities that form the basis of our philanthropic support. It is focused primarily on funding student scholarships and operational needs. Its execution involves outreach campaigns using email, telephone, direct mail, and personal visit, along with on-campus events.

**2025 Goal: \$10M** to fund (1) our student scholarship fund, reducing the dependence on operational funds, and (2) unrestricted institutional needs. [Details in Table 1 below]

### a. Student Scholarship Fund [2025 Cumulative Goal = \$5.9M]

Scholarships awarded has become a key differentiator for students and their families as they choose a college. Many of JPCatholic competitors have large philanthropy-derived scholarship funds. JPCatholic, without an endowment, has relied heavily on discounting tuition to "fund" scholarships. This places JPCatholic at a serious competitive disadvantage. It is not a financially sustainable strategy.

Building an annual pool for scholarship funds will enable JPCatholic to attract the strongest and most gifted students to the University. Strong scholarship funding builds enrollment and promotes retention. It will enable JPCatholic to reduce the effective discount on tuition, freeing up tuition/student loan funds for other priorities. Our long-term goal is to fully fund scholarships from philanthropy and endowment.

### b. Unrestricted Funds [Cumulative 2025 Goal = \$4.1M]

Unrestricted funds provide maximum flexibility, enabling JPCatholic to apply them to the most important and urgent uses. Our unrestricted funds will cover operational shortfalls.

## 2. Explore a Capital Campaign

JPCatholic is the process of assessing the feasibility of a \$12M capital campaign, over 5-years, beginning possibly as early July 1, 2021, to fund:

- 1) The Chapel renovation (\$5M)
- 2) The Creative Arts Academic Building renovation (\$2.5M)
- 3) Endowment (\$4.5M), which provides us with the ability to fund operating costs with sources other than tuition and ensure a level of future fiscal stability.

While the capital campaign will raise funds for two real estate projects, construction will be sequential. Focusing on one renovation project at a time increases the confidence among interested parties, such a high-worth individuals and foundations that our strategic plans are achievable.

Once launched, the capital campaign's "quiet phase" will be used to generate lead gift pledge(s) and allows volunteer committee involvement to ramp up. Success creates a high level of confidence in the campaign project prior to a public announcement. During the campaign, DO staff will focus on obtaining 3-year major gift level

pledge commitments from benefactors. With first-year cash received, project financing can be secured by the Year 2 or 3 pledges. This leverage can accelerate the renovation completion and the opening of the facility.

The campaign will make use of three-year pledges to maximize participation and contribution from targeted benefactors and foundations.

**Table 1: Fundraising Projections [\*Feasibility of Capital Campaign yet to be assessed]**

<b>FY</b>	<b>Scholarships</b>	<b>Unrestricted</b>	<b>Scholarship + Unrestricted</b>	<b>Capital Campaign [Timing TBD]</b>
2020	\$ 600,000	\$ 450,000	\$ 1,050,000	
2021	\$ 800,000	\$ 550,000	\$ 1,350,000	\$ 500,000
2022	\$ 900,000	\$ 650,000	\$ 1,550,000	\$ 1,000,000
2023	\$ 1,000,000	\$ 750,000	\$ 1,750,000	\$ 1,500,000
2024	\$ 1,200,000	\$ 800,000	\$ 2,000,000	\$ 2,000,000
2025	\$ 1,400,000	\$ 900,000	\$ 2,300,000	\$ 4,000,000
<b>TOTAL</b>	<b>\$ 5,900,000</b>	<b>\$ 4,100,000</b>	<b>\$ 10,000,000</b>	\$ 3,000,000
				<b>\$ 12,000,000</b>

### 3. Cultivate Planned Giving

Planned Giving refers to many kinds of planned gifts, from simple bequests in a will or an estate plan, to annuities, charitable remainder trusts, charitable lead trusts, pooled income, life insurance, and life estates. JPCatholic, while having received a number of planned gifts, has not been proactive in soliciting them.

## Objective 3.2 Maintain Financial Sustainability

### 1. Enhance tools for Sustainability

Our sophisticated tools that are critical in our efforts to assess and measure key sustainability metrics and drive process improvement include:

#### i. Dataaccuracy

This very sophisticated multi-source data integration software tool produces insightful and timely financial data that is critical to enabling accurate decision-making and financial discipline. The financial budgeting, reporting and dashboard tools link seamlessly with our Blackbaud Financial Edge software. It provides Excel-based worksheets for management to edit and create budgets, and to seamlessly import into Blackbaud. This tool has been transformative in helping create customized financial reports to monitor our financial performance and budget variances. Its functionality allows us to create “what if” scenario’s and has the ability to report against all of them. Our financial analysis toolset identifies, measures and monitors critical areas of sustainability, such as: liquidity, our overall financial health, and our operating and capital financial risks. It informs discussions on our allocation of financial resources to support institutional strategies and our strategic use of debt.

## ii. Infusionsoft

This is very sophisticated and integrated student recruitment platform with full CRM and marketing automation capabilities. We have developed very refined competencies in the use of this platform and its results have been transformative in our student recruiting activities. It has enabled a very repeatable student recruitment process making it easy to set-up appointments, track leads and nurture them, with pre-built reminders, automated emails, and texts save recruiter time on follow up.

Our goal is to continue to enhance our ecosystem of integrated tools around Datacuity and the Infusionsoft platform that are critical to drive revenue, analysis and reporting.

## 2. Manage Financial Goals, Discipline, and Risk

**Financial History:** Appendix 5 details our historic, audited financial performance since we began operations in FY07. This data is taken from our publicly available IRS 990 forms. It shows:

1. Consistent growth in both program revenues from \$440K in FY07 to \$7M in FY19, and in total revenues from \$800K in FY07 to \$7.7M in FY18.
2. A corresponding growth in total expenses from \$639K in FY07 to \$7.67M in FY18.
3. Importantly, it shows a consistent surplus of revenue over expenses.
4. Consistent growth in both net assets to \$4.6M in FY19 and in total assets to \$9.6M in FY19. Total liabilities have grown to \$5M, which is 52% of our total assets, and is mostly associated with mortgage debt on three of our four buildings.
5. Our net tuition revenue has grown to \$5M, with a discount rate of 41%, which is below the national average of 50% (NACUBO)
6. Our cumulative \$8.7M in philanthropy raised is very small.

Appendix 5 summarizes historical Program Revenues and Total Expenses from FY11 through FY19, as well as that projected through 2022. The project need for philanthropy matches the project philanthropy for the same period.

Our FY2017 **Financial Responsibility Composite Score** is 2.9, which is derived from our audited financial statements, and is a composite of three ratios: primary reserve ratio, an equity ratio, and a net income ratio. These ratios gauge the fundamental elements of the financial health. The composite score reflects our overall relative financial health along a scale from negative 1.0 to positive 3.0. A score greater than or equal to 1.5 indicates the institution is considered financially responsible.

**Debt Burden Ratio** is a good measure of our overall flexibility to make budgetary trade-offs in order to finance additional capital expenditures. It is the ratio of our current principal payments and interest expenses to our total expenditures and should be no more than 7 percent. Our FY18 ratio is 5% and our current principal payments and interest expense are \$370,212.

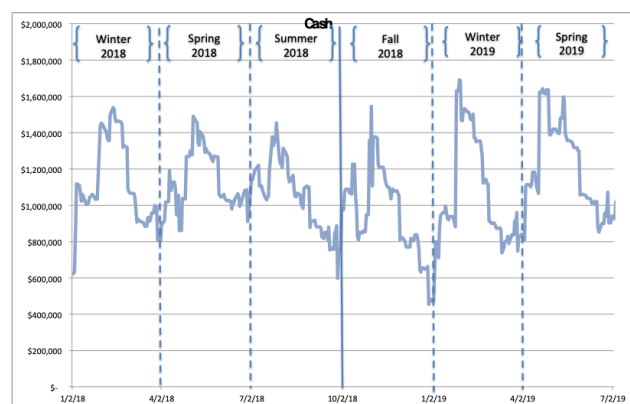
**Cash Management:** The adjacent graph shows our daily cash balance from January 1, 2018 thru June 30, 2019, which covers our ongoing operations and outstanding debt. It excludes a \$150,000 equity line of credit, which we have but never used. Our cash flow is well understood and it's critical dependencies on our primary sources of revenues: tuition and housing, philanthropy, discount rate or scholarships, and operating expenses. While we have

unexpected financial expenses, we have not experienced an operating deficit or significant budgetary shortfall. Our excess cash funds growth, along with philanthropy. Our financial forecast model provides fairly accurate understanding of our monthly and quarterly cyclical cash requirements. Our 2025 goal is that our liquidity should be at least equal 9-months of net operating to avoid an unanticipated need for liquidity, which could cause institutional stress.

**Institutional risk management** – is critical to the success of this strategic plan. We face an increasing number of risks that are growing in complexity. A top-down institutional risk management process, which addresses institution-wide strategic risks, is implemented in conjunction with the implementation activities this strategic plan. Beyond insurance and regulatory compliance risks, the considerations of risk management are vital to our financial health. JPCatholic's risk tolerance in the pursuit of strategic goals is decreasing as we mature and in this strategic plan, we have abandoned the very aggressive strategic goals and commensurate level of risk we had in our first decade. Our decreasing risk capacity is driven by our increasing awareness of our need to increase our liquid assets, our debt capacity, and our expendable reserves. In formulating this plan, we continually balanced competing objectives of lessening (but not eliminating) institutional risk, while maximizing the critical goal of sustainability.

**The strategic management of debt** concerns internal prioritization that is aligned with strategic priorities, budgeting and strategic planning, and risk management decisions. With our continuing pressure for facilities and increasing focus on sustainability, there is an increasing need for evaluating the risk characteristics of our debt portfolio. Debt is required to advance our mission and debt management helps Trustees and lenders evaluate our ability to assume and repay the obligations. Debt incurred to support our mission, if it is well managed, will better position JPCatholic to achieve our long-term goals and build a stronger and more sustainable competitive advantage. Debt used to fund activities that do not leverage on our competitive strengths is likely to erode or financial position, as we saw in our investment into Biblical Theology. We lost crucial ground in building the critical resources to strengthen our position to compete for students and faculty in our key undergraduate programs. Our resolve is to remain laser focused on our mission within the Creative Arts and Business Innovation, and effectively deploy the additional resources to achieve our long-term goals. Our goals are:

- ❖ Quarterly Trustee reporting of critical financials – statement of activities, P&L, and cash
- ❖ Cash reserves goal equal to nine months of net operating expenses by 2025
- ❖ Budgeting with annual philanthropy dependence of less than 5%
- ❖ Comprehensive insurance coverage in place – reviewed quarterly
- ❖ Institution-wide regulatory compliance audit in place – reviewed quarterly
- ❖ Decrease loan-to-value ratio in real estate projects to 25% in 2025 from 75% in 2018





### Objective 3.3 Maintain WSCUC accreditation and all required regulatory compliance

JPCatholic works diligently to maintain its WSCUC accreditation and to maintain our compliance with the State of California BPPE and with the US Department of Education. We recognize the benefits of the accreditation process in sustaining effective educational programs and assuring the educational community and the general public of the high standards of quality and effectiveness have been met. Accreditation emphasizes the importance of institutional structures, processes, and resources.

**Key performance indicators (KPI)** are quantitative data, which help us to understand our progress toward achievement (or lack thereof) on our strategic goals. Achievement is impacted by numerous factors, some of which are entirely beyond institutional control. They can be defined, measured, monitored, evaluated, refined and reported. They inform and guide strategic decisions and are measured quarterly or annually as appropriate for the indicator. Metrics can demonstrate action steps completed but with no significant progress toward the goal itself.

A KPI Progress Report is prepared for our Trustees quarterly to monitor progress and to ensure that our ongoing activities are within the agreed upon parameters of this plan and **are consistent with University's vision and mission**. Internal and external changes may demand revisions to the KPI's or affect the ability to achieve the objectives. This process is critical: it promotes organizational alignment and helps ensure that people across our campus stay committed to and motivated by the plan.

Appendix 2 contains a tabular summary of all the KPI's in this strategic plan.

#### Dissemination of the Strategic Plan

This plan has been shared with staff during monthly Staff meetings, at our Cabinet and Chairs meetings, and at Faculty Senate. The Board of Trustees and senior management own the Strategic Plan. The goal in dissemination to the broad University community is to provide a detailed understanding of what it contains, its strategic priorities, and to solicit input. Communication efforts include explaining the plan rationale - given the external and internal realities, and the benefits of using the plan to guide the institution in its near-term growth. What starts with awareness can end with celebrating achievements.

## Conclusion

John Paul the Great Catholic University in this 2025 Strategic Plan describes our community's collective thinking about our founding vision, our mission, our future growth and sustainability strategies, and on key measures to assess our achievement of our strategic priorities as a Creative Arts and Business Innovation university. We must be vigilant in guarding our **founding vision** to send innovative and determined graduates who know and love Jesus and boldly proclaim His Gospel in culture-impacting fields, while delivering on our **mission** to forming students **impact culture for Christ**.

We will continue to pursue strategic growth opportunities within our academic niche in the Creative Arts and Business Innovation to deliver more culture impacting academic programs, while at the same time reaching operational critical mass.

We will continue in our commitment to creating a culture of excellence in creativity and innovation: being a great teaching institution to learn at, to work for, to connect to and to recruit from; attract the best practitioner faculty, committed staff, and mission-focused students; maximize the competitiveness of our students in the job market;

create curricular and co-curricular programs, which nurture and cultivate creativity and innovation; inspire faculty and staff to enhance the daily spiritual and learning experience for our students.

We must maintain our sustainable operating model with increasing focus on the optimum use of faculty, facilities and financial resources. We must perform ongoing and systematic tracking and analysis of revenues and expenses, enrollment, affordability and value trends. We must continue to ensure appropriate faculty and staff compensation, workload, professional development, and working conditions consistent with our institutional financial model, which has demonstrated long-term sustainability. We will manage our campus real estate growth while maintaining positive cash.

We fundamentally believe that adding new academic facilities, equipped with appropriate technologies must be leveraged within our learning environment to enable more interdisciplinary academic programs, which will boost our institutional stature and selectivity, and prove compelling for recruiting more academically exceptional students and distinguished faculty. This demands the continual measurement of key success metrics such as: student enrollment growth; increased retention and graduation rates; academic program excellence; and rising external ranking.

Finally, JPCatholic, over our first decade, has consistently delivered superior financial performance appropriate for our small and growing university. We have demonstrated strong financial sustainability. Looking to the future, it is critical to develop a strong philanthropic engine, which evaded us in our first decade. Philanthropy must fuel the completion of our major renovation projects, which in turn will improve our financial strength and health and will increase our institutional net assets.

## Appendix 1: Virtue at JPCatholic



# THE RIGHT APPROACH

## VIRTUE AT JPCATHOLIC



### FORTITUDE

STRENGTH, COURAGE, RESILIENCE, COMMITMENT

*Defending vulnerable people and the common good, no matter what*



### PRUDENCE

WISDOM, JUDGEMENT, PERSPECTIVE, OBJECTIVITY

*Making great decisions by thinking things through*



### TEMPERANCE

BALANCE, MODERATION, SELF-CONTROL, HUMILITY

*Leading better lives through self-discipline*



### JUSTICE

SERVICE, COLLABORATION, FAIRNESS, INTEGRITY

*Respecting human dignity and doing what is right*

## Appendix 2: Key Performance Indicators

Key Performance Indicators (KPI)			
	2018 -19 Actual	2020 - 21 Goal	2024 - 25 Goal
Strategic Priority #1: Provide Holistic Student Formation to Impact Culture for Christ			
% Students attending weekday Mass	20%	30%	40%
% Students doing weekly Adoration – 1 hour	10%	20%	30%
Student Quarterly GPA % Freshman above 3.0	75%	80%	85%
Student Quarterly GPA % Seniors above 3.0	85%	90%	95%
% Students belonging to Households	20%	40%	60%
% Students with Disciplinary actions	< 4%	< 3%	< 2%
% Curriculum infused with virtue principles	20%	50%	80%
% Students commitment to service/quarter	69% ~15hr (Cohort '15)	80%~20hr (Cohort '18)	95%~20hr (Cohort '22)
% Students doing evangelization/quarter	10%	30%	60%
% Curriculum with tools for cultural understanding and community engagement	10%	20%	40%
Strategic Priority #2 Fostering a Culture of Excellence in Creativity & Innovation			
% Full-time Faculty – women / URM	33%/10%	40% / 15%	50% / 25%
% Senior Staff - women / URM	33%/0%	40% / 10%	50% / 25%
% Trustees - women / URM	10%/25%	20% / 25%	40% / 25%
% Faculty Salary at AAUP Average	40%	50%	80%
% Staff salary consistent with local market	60%	70%	80%
% Faculty & staff professional development	40%	50%	80%
Student-faculty ratio	15:1	14:1	12:1
Begin Capital Campaign		< Year-end 2022	
Selectivity (% applicants admitted)	95% (Cohort '18)	85% (Cohort '21)	75% (Cohort '25)
Freshman ACT Composite Score 75 <sup>th</sup> Percentile	27 (Cohort '18)	29 (Cohort '21)	31 (Cohort '24)
SAT Evidence-Based Reading & Writing 75 <sup>th</sup> Per	620 (Cohort '18)	650 (Cohort '31)	700 (Cohort '24)
US News ranking – Regional Colleges West	#12	Improve	Improve
Career related Internships	10%	40%	100%
% Students seeking Part-time jobs with them	50%	70%	100%
Internship participation	16% (Cohort '16)	25% (Cohort '19)	50% (Cohort '23)
Full-time job or graduate school placement	FT 75% (Cohort '15)	FT 80% (Cohort '18)	FT 95% (Cohort '22)

Alumni placement data	20%	70%	100%
# Creative Arts industry cluster companies	5	8	12
<b>Strategic Priority #3: Advancing Institutional Sustainability</b>			
Grow UG student population	291	347	434
Grow total student population	298	357	450
% 1 <sup>st</sup> time Freshmen retention rate	79% (Cohort '17)	82% (Cohort '20)	86% (Cohort '24)
Graduation rates	61% (Cohort '15)	65% (Cohort '18)	70% (Cohort '22)
% Tuition Discount Rate	42%	<45%	<50%
Operational dependence on philanthropy	6%	< 5%	< 2%
%Cash Reserves 9-mo net operating expenses	13%	70%	100%
Decrease loan-to-value ratio in RE projects	75%	50%	25%
Quarterly Trustee reporting of critical financials	Yes	Yes	Yes
Comprehensive insurance – quarterly review	Yes	Yes	Yes
Regulatory compliance audit- quarterly review	Yes	Yes	Yes
Total Annual philanthropy	\$700K	\$1.3M	\$3.0M
% Alumni Giving	4%	8%	25%
WSCUC accreditation & full compliance	Yes	Yes	Yes



## Appendix 3: Model Peer Institutions - Data on growing programs

The following Table summarizes the growing programs at our benchmark institutions, which match our core competencies and provide growth opportunities.

Institution	Top Growth Programs	
Savannah College of Art & Design (SCAD)	1. Animation 2. Fashion	3. Illustration 4. Graphic Design
ArtCenter College of Design	1. Illustration 2. Graphic Design	3. Product Design 4. Advertising
Cal Arts	1. Fine Arts	2. Music
Rhode Island School of Design	1. Illustration 2. Industrial Design	3. Graphic Design
Full Sail	1. Animation	2. Recording Arts

## Appendix 4: Projected Student Headcount 2020 - 2025

	2020	2021	2022	2023	2024	2025	Total 2020	Total 2025
Business	14	15	16	17	18	18	36	43
Humanities: Creative & Screen W	6	7	8	8	9	10	15	22
Hu: Phil & Theo & New Evangelization	10	11	12	12	13	14	23	32
Hu: Illustration	6	7	8	8	9	9	11	21
Film/TV	30	31	31	32	32	32	79	78
Graphic Design	5	6	7	7	7	7	9	17
Game Development & Animation	23	24	23	24	24	24	58	59
Acting/Musical Theatre	12	13	13	13	14	14	32	34
Returning Students	2	2	2	2	2	3	5	6
<b>Year 1 Total</b>	108	116	120	123	128	131		
Retention	0.77	0.78	0.78	0.78	0.78	0.79		
<b>Year 2 Total</b>	87	83	90	94	96	100		
Retention	0.85	0.85	0.85	0.85	0.85	0.85		
<b>Year 3 Total</b>	73	74	71	77	80	82		
<b>U-Grad Total</b>	268	273	281	294	304	<b>312</b>		
<b>UG Growth</b>	1%	2%	3%	5%	3%	3%		

## Appendix 5: Historical and Projected Financials

	6/30/07	6/30/08	6/30/09	6/30/10	6/30/11	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	6/30/19	Cumulative Raised
Donations	303,627	358,037	297,206	505,494	491,735	498,114	588,238	1,091,556	626,216	2,273,486	908,318	483,300	739,693	9,468,110
Program Revenue	439,731	922,921	1,363,343	1,973,968	2,534,216	2,692,586	3,324,452	3,764,899	4,780,780	5,733,415	6,488,316	6,751,936	6,966,793	
Total Revenue	794,385	1,373,264	1,680,917	2,483,186	2,994,163	3,192,633	3,913,644	4,856,622	5,407,406	8,008,921	7,398,166	7,237,477	7,707,428	
Salaries		434,358	652,272	1,152,749	1,425,804	1,852,326	2,060,807	2,575,037	2,570,171	2,780,729	3,435,150	3,445,453	3,666,492	
Total Expense	639,208	1,328,087	1,489,961	2,202,451	2,797,995	3,162,163	3,708,763	4,673,676	4,980,389	5,889,010	6,812,528	7,219,583	7,669,480	
Total Revenue-Expenses	155,177	45,177	190,956	280,735	196,168	30,470	204,881	182,946	427,017	2,119,911	585,638	17,894	37,948	
Prog Revenue/Expenses	69%	69%	92%	90%	91%	85%	90%	81%	96%	97%	95%	94%	91%	
Total Assets		521,379	836,501	1,058,035	1,298,034	1,324,877	3,132,599	3,539,548	3,697,244	9,828,984	10,269,114	9,767,172	9,597,837	
Total Liabilities		188,212	312,378	253,177	297,008	293,381	1,896,222	2,120,225	1,850,904	5,862,233	5,717,225	5,197,389	4,990,106	
Net Assets	305,060	333,167	524,123	804,858	1,001,026	1,031,496	1,236,377	1,419,323	1,846,340	3,966,751	4,551,889	4,569,783	4,607,731	
Liabilities/Total Assets		36%	37%	24%	23%	22%	61%	60%	50%	60%	56%	53%	52%	
Tuition Revenue					2,819,335	3,139,641	3,843,422	4,490,474	5,679,102	6,676,903	7,933,661	8,428,161	8,659,007	
Scholarships					1,122,611	1,074,793	1,299,176	1,681,364	2,109,955	2,534,409	3,120,739	3,476,561	3,697,305	
Net Tuition					1,696,724	2,064,848	2,544,246	2,809,110	3,569,147	4,142,494	4,812,922	4,951,600	4,961,702	
Discount Rate					40%	34%	34%	37%	37%	38%	39%	41%	43%	
Cash				201,224	308,704	592,108	112,023	528,063	687,278	2,191,267	1,641,609	1,429,880	1,233,686	

The following Table summarizes historical Program Revenues and Total Expenses from FY11 through FY19, as well as that projected through 2022. The project need for philanthropy matches the project philanthropy for the same period. Important to note that: FY2017 included \$600K in Biblical Theology revenue; FY2018 included \$300K; and FY2019 includes almost zero. This partially explains the drop in Program Revenue growth during FY 2018 and FY2019.

Fiscal Year	Program Revenues	% Growth	Total Expenses	% Growth		Philanthropy Needs	Actual Philanthropy	Difference
FY11	\$2,534,216		\$2,797,995		Actual	\$263,779	\$491,735	\$227,956
FY12	\$2,692,586	6%	\$3,162,163	13%		\$469,577	\$498,114	\$28,537
FY13	\$3,324,452	23%	\$3,708,763	17%		\$384,311	\$588,238	\$203,927
FY14	\$3,764,899	13%	\$4,673,676	26%		\$908,777	\$1,091,556	\$182,779
FY15	\$4,780,780	27%	\$4,980,389	7%		\$199,609	\$626,216	\$426,607
FY16	\$5,733,415	20%	\$5,889,010	18%		\$155,595	\$2,273,486	\$2,117,891
FY17	\$6,488,316	13%	\$6,812,528	16%		\$324,212	\$908,318	\$584,106
FY18	\$6,751,936	4.1%	\$7,219,583	6%		\$467,647	\$483,300	\$15,653
FY19	\$6,966,793	3.2%	\$7,669,480	6.2%		\$702,687	\$739,693	\$37,006
FY20	\$7,104,164	2%	\$8,129,000	6.0%	Forecast	\$1,024,836		
FY21	\$7,246,247	2%	\$8,555,773	5.3%		\$1,309,525		
FY22	\$7,463,635	3%	\$8,966,450	4.8%		\$1,502,815		