

John Paul the Great Catholic University

STRATEGIC PLAN 2016

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Introduction

This strategic plan addresses the fundamental question: What is the roadmap, through 2016, that informs and guides the University's near-term academic and infrastructure planning to ensure that the University reaches its ultimate strategic and long-term goals. The proposed path forward is guided by our founding vision and influenced by what we have learned since 2003 in getting to where we are today. We describe our current academic niche, and elucidate why expanding on that niche, does ultimately move the institution toward its vision. This plan spells out in detail what, in our best judgment, are the critical near-term objectives and the challenges they present.

This plan illustrates what success will look like, including key indicators and benchmarks. It includes a near-term and future infrastructure assessment, and its dependence on conservative fundraising goals. The implementation plan details how the University leadership (senior management, Board of Trustees and Board of Regents) will execute the 2016 strategic plan. The plan is dynamic and iterative - it will require ongoing monitoring, assessment, and revision.

Vision and the New Millennium Context

The vision of the University is to be a world-class teaching institution, attracting students seeking degree programs in communications media, business, and theology, and ready to **impact culture for Christ** by boldly proclaiming the Gospel of Jesus Christ with faithfulness and understanding, as creators and innovators, leaders and entrepreneurs.

It seeks to provide students with the opportunity to encounter (that is to acquire a deep and personal knowledge of) Jesus Christ. Catholic ethical, moral, and social values provide a guiding compass for all formation at the University.

Catholics by Diocese	San Diego	San Bernardino	Los Angeles	Orange	Totals
1950	161,000 (15.4%)		832,375 (18.3%)		993,375
1966	328,908 (12.9%)		1,621,101 (18.6%)		1,950,009
1980	474,186 (18.6%)	235,665 (17.3%)	2,069,682 (26.2%)	332,044 (18.4%)	3,111,577
2002	901,172 (30.5%)	943,898 (29.0%)	4,197,635 (38.2%)	1,110,508 (39.0%)	7,153,213 (35.7%)
2009	982,303 (30.5%)	1,201,503 (29.0%)	4,603,000 (39.7%)	1,180,447 (39.0%)	7,967,253

The rapidly growing Southern California Catholic community encouraged the Founders. The data in the Table above shows that the Catholic population of the diocese of San Diego has grown by a factor of 6 since the last Catholic University was built here (circa 1950). The overall Catholic population of Southern California has grown by a factor of 8 since the last

large Catholic university was built (circa 1950). The demographic increase clearly shows that there is a rapidly growing supply of Catholic students in Southern California alone.

History of the University

John Paul the Great Catholic University opened in September 2006 with 30 freshmen in a 4,400 sq ft leased facility. Creating the new university took 3-years. On 11/21/2003, the University obtained the consent of Robert Brom, bishop of San Diego, to include the word ‘Catholic’ in the name of the university. On 12/3/2003, JP Catholic was organized as a California nonprofit, non-stock corporation for educational purposes and the incorporation was approved by the State of California on 2/3/2004.



JP Catholic obtained IRS 501(c)(3) status on 10/25/04 and State tax-exempt status on 1/31/2005. It received temporary Approval to Operate a Degree Granting Institution in California on 10/25/2005. Approval is the legal requirement to recruit and admit students. The accreditation process began just after the university opened and takes 8-9 years.

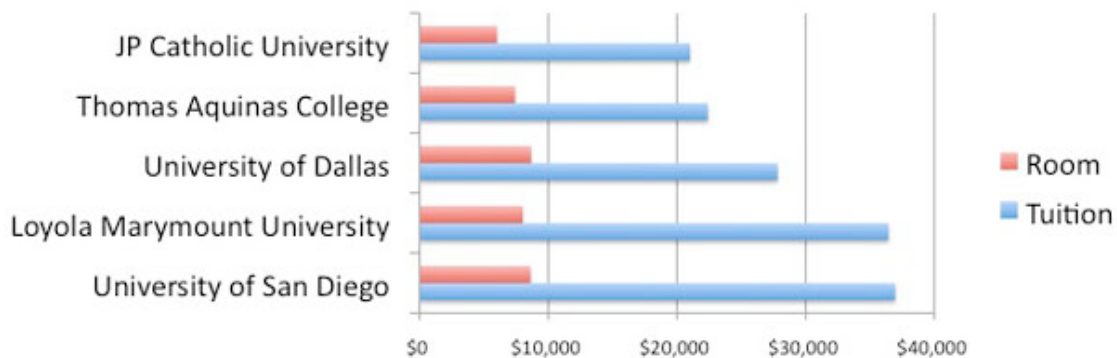
In June 2005, shortly after the death of Pope John Paul II, JP Catholic Trustees legally change its name from New Catholic University to John Paul the Great Catholic University.

The University Today

The University’s currently offering are summarized in the following Table:

Degrees	Area of Emphasis
BS - Communications Media	Screenwriting Production Producing Video Gaming Animation Pre-Theology New Evangelization
BS - Business	
MBA - Film Producing	
MA - Biblical Theology	
Other Programs	
Certificates	Philosophy Catholic Theology
Graduate Certificates	New Testament Old Testament Catholic Theology

The 2011-12 academic year began with 103 undergraduates, 37 graduate students, and 27 certificate students. There were 6 pre-theology undergraduate men. Students come from 31 states. It leases 14,000 sq feet of classroom and administrative space, and 20 apartments. It conferred 19 Bachelor degrees in 2009, 22 in 2010, and 24 in 2011. It conferred 12 MBA degrees in 2011. Total Faculty is 26, with 8 full time, 16 adjunct, and 2 visiting professors. The administrative staff is 18. Tuition and Room costs shows relative to the top tier and Newman Guide Catholic colleges and universities are shown below.



Long-term Goals

JP Catholics' long-term goals are to become a highly competitive and selective teaching university, having a fully populated campus in 2028 with:

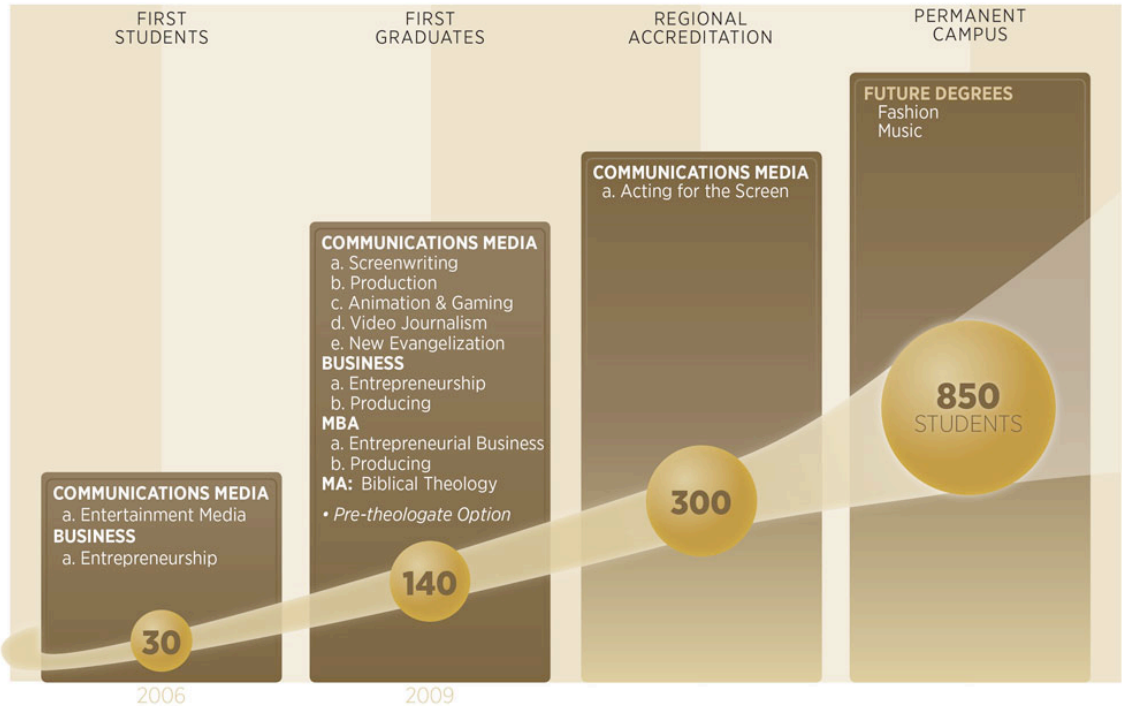
1. 600 on-campus undergraduate students
2. 600 on-campus graduate students in MBA and MA programs
3. 800 online graduate students in MBA and MA programs

Reaching these goals require concrete shorter-term academic and infrastructure goals. This 2016 Strategic Plan describes those goals.

2016 Strategic Goals and Directions

The '2016 Strategic Plan' has four critical goals:

1. Obtain Initial Accreditation.
2. Grow a student body that can financially support the new campus infrastructure.
3. Acquire the nucleus of a permanent campus.
4. Build a New Media Industry cluster around the University



1. Initial Accreditation.

JP Catholic is currently working on Initial Accreditation with WASC - the regional accrediting agency, which accredits public and private colleges and universities in California and the West. Accreditation is a long 8-9 year process. WASC has formal procedures by which institutions move through the required stages that lead to accreditation. The WASC accreditation process involves sequentially earning:

- Eligibility,
- Candidacy,
- Initial Accreditation.

Eligibility is the screening process all institutions seeking accreditation must first go through that determines if the institution is eligible to be considered for accreditation. JP Catholic applied for Eligibility in January 2007. WASC reviewed the application and determined, in May 2007, that JP Catholic was eligible to proceed with an application for Candidacy for accreditation.

Candidacy is the first formal step towards initial accreditation. JP Catholic was awarded Candidacy by WASC in March 2011. This status is a preliminary affiliation with the Commission and is awarded for a maximum period of four years. Candidacy is an indication that the institution is progressing toward Accreditation. Candidacy is not Accreditation and does not ensure eventual Accreditation.

Initial Accreditation is critical to the University, its students, parents, faculty, trustees and benefactors. The WASC Initial Accreditation Review Schedule is as follows: Capacity and

Preparatory Review (CPR) is September 2012; Educational Effectiveness Review (EER) is in Spring 2014. Initial accreditation is expected during July of 2014.

2. Grow the Student Population

There are 3 critical growth drivers namely: New students, programs and faculty.

a. New Students: The following table shows the predicted growth of the student body up through 2016. Implied in this growth is adding new programs as well as increasing the number of students in the existing programs.

Year	Undergrad Students	Graduate Students On-Campus	Graduate Students Online	Total Students	Leased Facilities (Sq Ft)
2006	30	0	0	30	4,400
2009	90	10	40	140	14,000
2014	160	60	80	300	22,000
2016	380	220	250	850	60,000

b. New Programs: The new programs will include:

1. "Acting for Screen" area of emphasis within the BS in Communication Media (2014)
2. New BS degree programs in: (a) Fashion, (b) Music, starting in Fall 2015

c. New Faculty: New programs and students require new faculty. These new faculty are listed in the following table, with the academic year that they will be required for.

Endowed Professorships	Date
Theology	2011
Marketing & Finance, Film Production	2012
Acting for Screen	2014
Fashion, Music	2015

3. Acquire the nucleus of a permanent campus

With our projected student headcount, we will outgrow our current building in 2016. The University has TWO realistic options to acquire a campus nucleus:

1. Acquire an existing educational facility. We are in discussions on one such facility and know of another that is on the market.
2. Assemble an urban campus, by acquiring: (a) existing office/industrial buildings for classrooms and administration, and (b) adjacent land for student dorms.
 - a. Incremental: Lease, buy, lease, and buy at our current or another location. This incremental approach involves acquiring a building partially vacant and partially leased. As the University grows, we reduce the amount of leased space until we fully occupy the building. Then, we begin to lease in an adjacent building and acquire that building when we can afford it. This depends on an adjacent building being available when needed. Dorms would be developed when the investment became available. This depends on land, with the proper zoning, being available close by.

- b. Full Blown Classroom & Administration + Incremental Dorm. Buy a large commercial building. This strategy gives predictable space, while taking advantage of the depressed commercial real estate market. Dorms would be developed on contiguous land, when the investment became available. This depends on land, with the proper zoning, being available close by.



Other less likely options, include:

1. A “green field” - building a new campus from the ground up.
2. A “brown field” – redevelop an existing property, such as in an inner-city area.
3. Co-locating or merging with an existing college.

Geography Constraints: The ultimate location for the University must be in Southern California and within a 2-hour drive of Hollywood and Los Angeles. See the map on the next page. Locations under consideration are: Carlsbad/Oceanside and Scripps Ranch in San Diego County, and Camarillo/Thousand Oaks in Ventura County.

Fundraising goals: From the Tables below, these options set JP Catholic’s fundraising goals in the \$9 – 15M range before we can acquire the real estate assets. In addition to the fundraising, the University will need to take out loans in the \$8 – 15M range, which we will service with revenue from operations over the next 20-years. The University has increased its fundraising capacity in anticipation of this increased need. Success is critical to acquire the campus footprint and it will demand the extraordinary generosity of many families across the county and significant prayers and hard work by the Boards of Trustees and Regents.

Example: Buy-Lease-Buy	Cost	Raise	Loan	Invest	When
Classroom and Admin Building ~ 60,000 sq ft	\$11M	\$6M	\$5M	-	2013
Land for future Dorm and Classroom expansion	\$6M	\$3M	\$3M	-	2013
Total	\$17M	\$9M	\$8M	-	

Example: Buy Full-Blown Admin/Classrooms – Develop Dorms	Cost	Raise	Loan	Invest	When
Classroom and Admin Building ~ 200,000 sq ft	\$24M	\$12M	\$12M	-	2015
Land for initial & future Dorm Building ~ 400 beds	\$6M	\$3M	\$3M	-	2015
Dorm construction ~ 200 beds	\$10M	-	-	\$10M	2016
Total	\$40M	\$15M	\$15M	\$10M	

4. Building a New Media Industry cluster around the University

Critical to JP Catholic’s success is creating a vibrant New Media industry cluster around the University fueled by companies formed by faculty and students. This requires investment in faculty, facilities and ideas.

Currently, we have 3 media related companies and plan to build many more. In hiring faculty, we are particularly interested in people that have an interest in entrepreneurship and working with students to form companies. Also, the MBA in Producing fuels the innovation and entrepreneurship engine with more mature and well-prepared graduates.

Goals thru’ 2016 are 1-3 new companies per year formed from and around the University.

Dissemination, Implementation and Monitoring

Dissemination and implementation of the Strategic Plan is the responsibility of the senior management of the University, the Board of Trustees, and the Board of Regents. While the accreditation and student recruitment goals are largely the responsibility of the senior management team, the fundraising challenge and the building of an industry cluster

around the University will require significant work by the Boards of Trustees and Regents.

Dissemination of the Strategic Plan to the University community, both internal and external requires a detailed understanding what it contains, its underpinning strategies and their rationale, and the benefits of using it to guide the institution in its short-term growth, is critical to its success. What starts with awareness can end with celebrating achievements.

The Boards of Trustees and Regents, through sub-committees, will monitor, review, and assess the implementation with indicators and other performance metrics, so as to ensure that the ongoing activities are within the parameters of the agreed Strategic Plan objectives and that all activities are consistent with University's vision and mission.

While success for the University comes first from meeting its spiritual goals, followed by academic and financial goals, important indicators of success for this strategic plan include:

1. Accreditation process successful in planned EER and CPR visits, culminating with initial accreditation in July 2014.
2. Fundraising success enables one of the possible options for the nucleus of a permanent campus.

Further senior management, Trustees and Regents will review internal and external changes, which may require revisions to the Strategic Plan, or affect the ability to achieve the objectives.

Challenges & Summary

The 2016 Strategic Plan describes 4 critical goals, each represent significant challenges.

Accreditation is a process with unpredictable delays and outcomes. The University is at the whim of agencies that are ever changing in terms of policies and people. We have done very well thus far, but we always feel vulnerable.

Growing the student body to 850, with 600 (380 undergraduates, 220 graduates) on-campus, and 250 graduate students online to sustain the new infrastructure is very dependant on accreditation, dorms and a permanent campus. Getting all three will significantly drive growth.

Acquiring a campus nucleus is an enormous unknown, in that it requires fundraising amounts of money that we have never raised before. Further, depending on the strategy we pursue, we must navigate complex zoning and building issues.

Building the industry cluster and our spinout goal of 1-3 new companies per year thru' 2016 is difficult since it is very dependent on the faculty and students that we recruit. A priori, the entrepreneurial characteristics and ultimate ability to create successful companies around JP Catholic produced innovation is highly unpredictable.