

BOB JONES UNIVERSITY

2021-24 Strategic Plan

Introduction

Bob Jones University is distinct among all other universities in how we pursue our mission. We exist to empower people to reach their highest potential for God's glory by providing an outstanding Christian liberal arts education purposely designed to inspire a lifelong pursuit of learning, loving, and leading. Our aim, captured by our Founder's vision, is not simply to teach people how to make a living but how to live. We connect learning to *life*.

As we advance toward our century mark, we desire to arrive with gratitude for God's faithfulness, integrity in our mission, and momentum for the future — greatly increasing our impact on those God has given us to serve. This dynamic impact will require organizational transformation, innovation, and growth. It will require an institution-wide shift to focus on student success. To this end, we have created the 2021 Strategic Plan.

Vision

Our vision is that Bob Jones University will be known for an unparalleled student success experience that empowers globally in-demand Christ-centered learners and leaders.

Strategic Plan

Goal One: Focus on Student Success

BJU will design, implement, and market the BJU Premium – learning and living experiences focused on student success that are rooted in our Christian liberal arts mission and its cultural emphasis and relevant to current ministry and workplace opportunities. Our goal is for our leadership teams to align cross-departmental collaboration among faculty and staff with the BJU Premium and for all faculty and staff to pursue delivering the BJU Premium through their work.

To accomplish this goal, we will:

1. Design, implement, and market a transformational student experience known as the BJU Premium that is centered on biblical thinking, engaged learning, and life mentoring that prepares students for life beyond college.
2. Design and deliver a comprehensive plan to encourage student spiritual growth and ministry engagement.
3. Simplify and map the student experience, including student service processes, to the outcomes of the BJU Premium and in ways that both emphasize relationships over transactions and create value for our students.
4. Design and deliver a plan for student living and learning spaces consistent with the BJU Premium that will be implemented through a capital campaign.
5. Empower collaborative teams to create high impact learning experiences and effective student services consistent with the BJU Premium that create value for today's students and advance our Christian educational mission.
6. Develop an institution-wide program that enables students to earn industry-recognized certifications and to engage in project-based learning as part of their student learning experience.

Goal Two: Pursue Strategic Growth

BJU will both grow enrollment and develop partnerships within the framework of our mission and biblical commitments. We will attract students who desire to embrace the BJU mission both in traditional on-campus education and through non-traditional programs. Our goal is to grow enrollment and to develop strategic partnerships to support the church and its mission and achieve greater financial strength for BJU.

To accomplish this goal, we will:

1. Develop and implement a strategy to increase student enrollment from South Carolina.
2. Build strong partnerships between academic and athletic departments, enrollment, and marketing that develop and implement plans to promote and recruit for high-demand programs.
3. Invest in the School for Continuing, Online, and Professional Education to extend BJU's mission, expand market share in post-traditional enrollments, grow new revenue, and enhance BJU's brand.
4. Create partnerships that focus on our core mission of Christian education and its value to our students, employers, ministry partners, and stakeholders.
5. Maintain and strengthen relationships and partnerships with our traditional constituencies, particularly alumni.
6. Empower Bob Jones Academy to thrive in its mission as a PK-12 Christian school.

Goal Three: Invest at Home

We will support the development of our faculty and staff so that they have opportunity to thrive in their ministry and they are empowered to create a culture of authentic discipleship and learning for one another and our students. BJU will cultivate talent and leadership within and attract new talent and leadership from outside. Our goal is to create an organization where people want to work and enjoy working, so that our faculty and staff will make a greater impact on the students they serve.

To accomplish this goal, we will:

1. Promote and implement a campus culture in which employees desire to work.
2. Strengthen a culture of humility and service, respect and open communication, and discipleship and gospel ministry that begins with University leadership and permeates down through faculty and staff into the student experience.
3. Design and implement employee training and leadership development that supports our focus on student success.
4. Develop and implement a process that includes and values employee input to identify and change business functions that hinder innovation and investment.
5. Review BJU's current compensation and benefit philosophy and develop the next-generation approach to compensation and benefits in collaboration with both BJU Inc. and BJU Education Group Boards, with employee input, and in light of University financial resources.

Summary

By God's grace the implementation of this plan will result in organizational transformation, innovation, and growth. The unparalleled student success experience that comes from this transformation will empower a new generation of Christ-centered learners and leaders to impact the world for Him.

This plan is the result of many months of information gathering, analysis, and careful thought and prayer by scores of BJU community members across all disciplines and functions. Their service to the University is deeply appreciated.