

# DAYBREAK UNIVERSITY



2020-2021

## Five Years Strategic Plan

# DAYBREAK UNIVERSITY



## FIVE YEAR STRATEGIC PLAN 2020-2025

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# 1. INTRODUCTION

## 1.1 Mission and Strategic Goals

Daybreak University's leadership seeks to establish a strong culture of planning at the university with the intent of advancing the university's mission in a rapidly changing environment. This strategic plan, which will guide the university for the next five years, is integral to that effort.

The mission of Daybreak University is:

*The Mission of Daybreak University is  
to be a facilitator for the students' self-actualization,  
in spite of the darker side of their lives.*

*Daybreak University  
provides rigorous education that inspires spiritual healing and transformational change in  
individuals, couples, families, and communities  
through professional research, academic and  
practical excellence, and a compassionate heart of God.*

*The Vision of Daybreak University is  
transforming the world by changing one relationship at a time.*

While the institutional mission remains constant, how we fulfill it may change over time. While developing this document through conversations among board members, administrators and faculty members, several central themes emerged, ultimately coalescing around four strategic goals. The following mid-range goals articulate how the university will fulfill its mission.

### Strategic Goals

1. Build a dynamic community.
2. Advance superior student learning.
3. Create a culture of evaluation.
4. Develop adequate resources.

In order to determine our progress, these strategic goals will be measured periodically at the university and unit levels. The educational and administrative units of the university will align their decisions as closely as possible with this strategic plan.

## 1.2 Planning Process

The strategic planning process at Daybreak involves the development of a 5-year strategic plan that addresses our current needs and relates to the actual decision-making process of the university.

The strategic planning includes:

1. Reporting the accomplishment of goals with substantiating evidence.
2. Revision of existing strategic goals that have been established by prior strategic planning in response to new circumstances or changes that have occurred.
3. Incorporating recommendations that have been made by units of the university as well
  1. as by state, federal, or accrediting agencies.
4. Developing new goals in anticipation of new initiatives by units of the university.

This strategic plan specifies strategic goals in terms of strategic objectives and actions, which identify multiple ways to make significant progress on the goals over a period of five years. Concrete decisions concerning these objectives and actions are part of the implementation stage of the strategic plan. In developing multiple objectives and actions to achieve a goal, we also specify the following related elements to guide the action steps.

- Target achievement date
- Key responsible personnel
- Criteria for success
- Description of resources needed

## **1.3 Overview of Goals and Objectives**

### **Goal I. Build a Dynamic Community**

- Objective 1. Enduring Mission
- Objective 2. Board Governance
- Objective 3. Administrative Leadership

### **Goal II. Advance Superior Student Learning**

- Objective 4. Dedicated Faculty
- Objective 5. Student Body

### **Goal III. Create a Culture of Evaluation**

- Objective 6. Program Assessment
- Objective 7. Institutional Assessment

### **Goal IV. Develop Adequate Resources**

- Objective 8. Library and Technology
- Objective 9. Finance and Facilities

## **2. STRATEGIC OBJECTIVES AND ACTIONS**

### **2.1 Goal I: Build a Dynamic Community**

Daybreak University's board, faculty, staff, and students are committed to building a community defined by faithfulness to God's Word, to the institutional mission, and to our various roles and responsibilities.

#### **Objective 1. Enduring Mission**

Strengthen commitment to university's mission through diverse patterns of engagement.

#### **Strategic Actions**

- 1.1 Increase the quality of dialogue and sense of community among faculty, staff, students, and alumni.
- 1.2 Increase the awareness among faculty, staff, and students that their respective roles contribute to the achievement of university's mission.
- 1.3 Increase alumni involvement by increasing opportunities for alumni to meet, mentor, and serve current students and fellow alumni.

#### **Objective 2. Board Governance**

Promote and sustain the highest possible level of institutional governance by improving the leadership role and practices of the Board of Trustees.

#### **Strategic Actions**

- 2.1 Ensure a membership composition and size that exhibits an appropriate representation of the Daybreak community.
- 2.2 Design and implement an educational program that will develop decision making capability in key governance areas.
- 2.3 Provide for the long-term success of the President through ongoing Board support and evaluation.
- 2.4 Empower the organization and institutional structure

#### **Objective 3. Administrative Leadership**

Promote and sustain the highest possible level of administrative leadership by improving administrative structures, policies, and processes.

#### **Strategic Actions**

- 3.1 Maintain an adequate number of qualified administrative leaders to give direction to the major operational areas of the institution.

- 3.2 Maintain job descriptions for administrative leaders that are used as a basis for the annual evaluation.
- 3.3 Hire, retain, and mentor talented employees who are devoted to Daybreak, its students, and its mission.

## **2.2 Goal II: Advance Superior Student Learning**

Daybreak is committed to delivering a rich educational experience grounded in Christ-centered, intellectual and spiritual formation.

### **Objective 4. Dedicated Faculty**

Develop and maintain a faculty who are in vigorous support of the Daybreak mission and the development of the students and leaders to serve community and churches.

#### **Strategic Actions**

- 4.1 Hire academically qualified educators who are experts in their disciplines.
- 4.2 Attract and support educators with rich professional experiences who are passionate in their efforts to equip students as professional experts.
- 4.3 Promote experiences that highlight the centrality of Christ in knowledge.

### **Objective 5. Student Body**

Attract and develop spiritually and academically nurtured students passionate in their efforts to serve the church and community.

#### **Strategic Actions**

- 5.1 Promote Daybreak University as a top choice for students seeking professional education.
- 5.2 Increase the size and quality of the student body to the optimal number.
- 5.3 Increase efficiency of marketing and recruitment to attract qualified students.

## **2.3 Goal III: Create a Culture of Evaluation**

Daybreak is committed to the systematic, ongoing assessment processes to measure and improve the effectiveness of educational programs and support services.

### **Objective 6. Program Assessment**

Implement an assessment plan for evaluations of student achievement of program-level student learning outcomes.



### **Strategic Actions**

- 6.1 Correlate course learning outcomes and assignments with the respective program learning outcomes.
- 6.2 Collect evaluations of student performance and use the results for improvement of courses and programs.
- 6.3 Regularly assess faculty teaching.

### **Objective 7. Institutional Assessment**

Implement an assessment plan for evaluation of the effectiveness of support services.

### **Strategic Actions**

- 7.1 Regularly assess student satisfaction with various support services.
- 7.2 Assess employee satisfaction with campus culture and work environment.
- 7.3 Use the results for improvement of support services and campus culture.

## **2.4 Goal IV: Develop Adequate Resources**

Daybreak must acquire various resources needed to support its mission.

### **Objective 8. Library and Technology**

Ensure that library and technology are adequate to support the University's educational programs and support services.

### **Strategic Actions**

- 8.1 Increase investment in library learning resources.
- 8.2 Improve library services.
- 8.3 Invest resources into technologies that enhance our programs and services.

### **Objective 9. Finance and Facilities**

Ensure that financial and physical resources are adequate to support the University's educational programs and support services.

### **Strategic Actions**

- 9.1 Expand the financial base by increasing individual and institutional donors.
- 9.2 Maintain a balanced annual operating budget that reflects the priorities of the strategic plan.
- 9.3 Ensure that physical facilities are adequate and well maintained.

### 3. OPERATIONAL PLAN

**Objective 1. Enduring Mission**  
Strengthen commitment to the Daybreak mission through diverse patterns of engagement.

<b>Action 1.1 Increase the Quality of Dialogue and Sense of Community</b>				
Action Details	Success Criteria	Target Date	Personnel	Budget
Promote chapel attendance	80% chapel attendance	January 2021	Chaplain	\$500
Create opportunities to share diverse views	Satisfactory levels in various surveys	December 2021	President, faculty	\$500

<b>Action 1.2 Increase the Awareness that Our Roles Contribute to the Daybreak Mission</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Review and clarify job descriptions	Satisfactory levels in employee surveys	June 2021	President	\$500
Participate in planning and decision-making	Satisfactory levels in employee surveys	June 2021	President	\$500

<b>Action 1.3 Increase Opportunities for Alumni to Mentor and Serve Students and Fellow Alumni.</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Coordinate various activities with the Daybreak Alumni Association.	Assessments results indicate satisfaction of alumni and students.	July 2020	President	\$500

**Objective 2. Board Governance**  
Promote and sustain the highest possible level of institutional governance by improving the leadership role and practices of the Board of Trustees.

<b>Action 2.1 Ensure a Composition and Size that Exhibits an Appropriate Representation</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Recruit new members with business and financial experiences.	Addition of two new members.	December 2023	President	\$1,000

<b>Action 2.2 Implement an Educational Program for Developing Decision Making Capability</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Implement various workshops for strategic planning, assessment planning, financial planning, fundraising, and accreditation.	Full participation in workshops.	June 2021	President	\$5,000

<b>Action 2.3 Provide for the Success of the President through Board Support and Evaluation</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Annually evaluate the University president's performance.	Satisfactory levels in board evaluations	June 2021	Board Chair	\$200
Annually conduct self-evaluation of board members' support for the president.	Satisfactory levels in board members' self-evaluations	June 2021	Board Chair	\$200

<b>Action 2.4 Empower the organization and institutional structure</b>				
Action Plan	Success Criteria	Target Date	Personnel	Assessment
Pursue SEVP certification petition.	Receive SEVIS certification	May 2021	Board Chair President	\$4,000
Pursue institutional accreditation for TRACS.	Achieve initial TRACS full accreditation	August 2020 On-site team visit October 2020 Commission	Board Chair President Dean	\$20,000

**Objective 3. Administrative Leadership**

Promote and sustain the highest possible level of administrative leadership by improving administrative structures, policies, and processes.

<b>Action 3.1 Maintain an Adequate Number of Administrative Leaders for Key Operational Areas</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Study and address the need for hiring new administrators.	The University's key administrators are comparable in number with similar schools.	April 2021	President	\$30,000

<b>Action 3.2 Maintain Job Descriptions for Administrative Leaders As a Basis for Evaluation</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Review and clarify job descriptions	Publication of job descriptions	May 2021	President	\$200

<b>Action 3.3 Hire, Retain, and Mentor Talented Employees Who are Devoted to Daybreak</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Regularly review and improve salaries and benefits.	The University salaries are comparable with similar universities.	June 2021	President	\$300

Increase professional development opportunities.	Full participation in development activities	Apr 2021	President	\$2,000
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#### **Objective 4. Dedicated Faculty**

Develop and maintain a faculty who are in vigorous support of the Daybreak mission and the development of professional education.

<b>Action 4.1 Hire Academically Qualified Educators Who are Experts in their Disciplines</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Hire professors with extensive experience in teaching and research	Students' satisfaction and evidence of scholarly work	Mar 2021	Dean	\$30,000
Increase professional development opportunities.	A high rate of faculty participation in development.	Apr 2021	Dean	\$4,000

<b>Action 4.2 Attract and Support Educators with Rich Professional Experiences</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Hire faculty members with rich professional experiences.	Faculty continue to engage in professional performance.	Mar 2021	Dean	\$30,000

<b>Action 4.3 Promote Experiences that Highlight the Centrality of Christ in Knowledge</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
All faculty integrate the place of Christ in all knowledge.	Surveys indicate that student has a clear grasp of the centrality of Christ.	December 2020	Dean	\$300

#### **Objective 5. Student Body**

Attract and develop spiritually and academically nurtured students passionate in their efforts to serve church and community.

<b>Action 5.1 Promote Daybreak As a Top Choice for Students</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Focus the outreach efforts to attract highly qualified students	Increase in the number of highly qualified students.	August 2020	Program Director	\$5,000

<b>Action 5.2 Increase the Size and Quality of the Student Body to the Optimal Number</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Continue to engage faculty, staff, alumni, and students in the outreach efforts.	Applications will increase by 10% annually.	August 2020	Program Director	\$5,000

<b>Action 5.3 Increase Efficiency of Marketing and Recruitment to Attract Qualified Students</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Strengthen marketing and admission efforts to admit qualified students.	No. of new students with prior GPA of 3.0	August 2020	Program Director	\$5,000

### **Objective 6. Program Assessment**

Implement an assessment plan for evaluation of student achievement of program-level student learning outcomes.

<b>Action 6.1 Correlate Course Learning Outcomes with Program Learning Outcomes</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Assess achievement of student learning outcomes	High rates of success in key courses	June 2021	Director of assessment	\$1,000

<b>Action 6.2 Collect Evaluations of Student Performance and Use the Results</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Discuss and use the result in faculty meetings.	Reports on decisions and improvements	June 2021	Dean	\$1,000

<b>Action 6.3 Regularly Assess Faculty Teaching</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Administer student evaluation of course	High rates on most items	June 2021	Dean	\$500
Perform faculty peer evaluation	High rates in most aspects	June 2021	Dean	\$2,000

### **Objective 7. Institutional Assessment**

Implement an assessment plan for evaluation of the effectiveness of support services.

<b>Action 7.1 Regularly Assess Student Satisfaction with Various Support Services</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Administer student survey annually	Satisfactory levels in various services	April 2021	Director of assessment	\$1,000

<b>Action 7.2 Regularly Assess Employee Satisfaction with Culture and Environment</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Administer employee satisfaction survey annually	Satisfactory levels in various aspects	April 2021	Dean	\$1,000

<b>Action 7.3 Use the Results for Improvement of Support Services and Campus Culture</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Discuss and use the assessment results in various administrative meetings.	Reports on decisions and improvements.	June 2021	Dean	\$500

### **Objective 8. Library and Technology**

Ensure that library and technology are adequate to support the University's educational programs and support services.

<b>Action 8.1 Increase Investment in Library Learning Resources</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Continue to increase the print collection	Add 2,000 volumes annually	January 2022	Librarian	\$10,000
Acquire digital resources	No. of e-books and of databases	January 2021	Librarian	\$5,000
Upgrade the library management system	New LMS	September 2025	Librarian	\$3,000

<b>Action 8.2 Improve Library Services</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Annually review and improve the library services.	Surveys indicate that faculty and students are satisfied with the library services.	April 2021	Librarian	\$200

<b>Action 8.3 Invest Resources into Technologies that Enhance Our Programs and Services</b>				
Action Details	Success Criteria	Target Date	Personnel	Resources
Annually review and improve technology resources.	Surveys indicate that faculty, staff, and students are satisfied with technology.	April 2021	Dean	\$300

**Objective 9. Finance and Facilities**

Ensure that financial and physical resources are adequate to support the University's educational programs and support services.

**Action 9.1 Expand the Financial Base by Increasing Individual and Institutional Donors**

Action Details	Success Criteria	Target Date	Personnel	Resources
Engage in an ongoing effective fund-raising campaign.	Substantial increase in the number of donors	April 2021	President	\$3,000

**Action 9.2 Maintain a Balanced Budget that Reflects the Priorities of the Strategic Plan**

Action Details	Success Criteria	Target Date	Personnel	Resources
Budget is approved early in the summer.	The budgeting process completes in June.	June 2021	President	\$1,000

**Action 9.3 Ensure that Physical Facilities are Adequate and Well Maintained**

Action Details	Success Criteria	Target Date	Personnel	Resources
Annually review the need for space for programs and services.	Surveys indicate that faculty, staff, and students are satisfied with the facilities.	May 2021	President	\$500

## 4. FIVE-YEAR FINANCIAL PLAN

### DAYBREAK UNIVERSITY

#### Five-Year Financial Plan (7/1/2020 - 6/30/2025)

		7/2020- 6/2021	7/2021- 6/2022	7/2022- 6/2023	7/2023- 6/2024	7/2024- 6/2025
<b>REVENUES</b>						
	Tuition & Fees	\$335,457	\$369,002	\$405,902	\$446,493	\$491,142
	Contributions	\$222,963	\$245,259	\$269,785	\$296,764	\$326,440
	<b>Total Revenues</b>	<b>\$558,420</b>	<b>\$614,262</b>	<b>\$675,688</b>	<b>\$743,257</b>	<b>\$817,582</b>
<b>EXPENSES</b>						
<b>INSTRUCTION</b>						
	Full-time Faculty Salaries	\$77,000	\$84,700	\$93,170	\$102,487	\$112,736
	Part-time Faculty Salaries	\$27,500	\$30,250	\$33,275	\$36,603	\$40,263
	Instructional Expense	\$16,500	\$18,150	\$19,965	\$21,962	\$24,158
	<b>Instruction Total</b>	<b>\$121,000</b>	<b>\$133,100</b>	<b>\$146,410</b>	<b>\$161,051</b>	<b>\$177,156</b>
<b>ACADEMIC SUPPORT</b>						
	Academic Administrative Salaries	\$44,000	\$48,400	\$53,240	\$58,564	\$64,420
	Academic Support Expense	\$27,500	\$30,250	\$33,275	\$36,603	\$40,263
	Conference & Meeting Expense	\$11,000	\$12,100	\$13,310	\$14,641	\$16,105
	<b>Academic Support Total</b>	<b>\$82,500</b>	<b>\$90,750</b>	<b>\$99,825</b>	<b>\$109,808</b>	<b>\$120,788</b>
<b>LIBRARY SERVICES</b>						
	Library Salaries	\$33,000	\$36,300	\$39,930	\$43,923	\$48,315
	Library Resources	\$22,000	\$24,200	\$26,620	\$29,282	\$32,210
	Library Expense	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
	<b>Library Services Total</b>	<b>\$60,500</b>	<b>\$66,550</b>	<b>\$73,205</b>	<b>\$80,526</b>	<b>\$88,578</b>
<b>INSTITUTIONAL SUPPORT</b>						
	Administrative Salaries	\$44,000	\$48,400	\$53,240	\$58,564	\$64,420
	Administrative Expense	\$27,500	\$30,250	\$33,275	\$36,603	\$40,263
	Equipment	\$11,000	\$12,100	\$13,310	\$14,641	\$16,105
	Communication	\$4,400	\$4,840	\$5,324	\$5,856	\$6,442
	Materials & Supplies	\$4,400	\$4,840	\$5,324	\$5,856	\$6,442
	Other	\$7,700	\$8,470	\$9,317	\$10,249	\$11,274
	<b>Institutional Support Total</b>	<b>\$99,000</b>	<b>\$108,900</b>	<b>\$119,790</b>	<b>\$131,769</b>	<b>\$144,946</b>
<b>STUDENT SERVICES</b>						
	Student Services Salaries	\$27,500	\$30,250	\$33,275	\$36,603	\$40,263
	Student Activities & Events	\$11,000	\$12,100	\$13,310	\$14,641	\$16,105
	Student Services Expense	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
	Conference & Meeting Expense	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
	Other	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
	<b>Student Services Total</b>	<b>\$55,000</b>	<b>\$60,500</b>	<b>\$66,550</b>	<b>\$73,205</b>	<b>\$80,526</b>
<b>OPERATION &amp; MAINTENANCE</b>						
	Operation & Maintenance Salaries	\$11,000	\$12,100	\$13,310	\$14,641	\$16,105
	Utilities	\$11,000	\$12,100	\$13,310	\$14,641	\$16,105
	Rent	\$44,000	\$48,400	\$53,240	\$58,564	\$64,420
	Other	\$5,500	\$6,050	\$6,655	\$7,321	\$8,053
	<b>Operation &amp; Maintenance Total</b>	<b>\$71,500</b>	<b>\$78,650</b>	<b>\$86,515</b>	<b>\$95,167</b>	<b>\$104,683</b>
<b>OTHER</b>						
	<b>TOTAL EXPENSES</b>	<b>\$489,500</b>	<b>\$538,450</b>	<b>\$592,295</b>	<b>\$651,525</b>	<b>\$716,677</b>
<b>CASH FLOW</b>		<b>\$68,920</b>	<b>\$75,812</b>	<b>\$83,393</b>	<b>\$91,732</b>	<b>\$100,905</b>
<b>Total Net Assets (Unrestricted Net Assets)</b>		<b>\$517,000</b>	<b>\$568,700</b>	<b>\$625,570</b>	<b>\$688,127</b>	<b>\$756,940</b>





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by changing one relationship at a time.



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