

DAYBREAK UNIVERSITY



FIVE YEARS STRATEGIC PLAN 2023-2028

321 S State College Blvd. Anaheim, CA 92806

Phone: (310) 739-0132

Fax: (270) 714-0317

E-mail: info@daybreak.edu

Homepage: www.daybreak.edu

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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.

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.

Action 1.1 Increase the Quality of Dialogue and Sense of Community				
Action Details	Success Criteria	Target Date	Personnel	Budget
Promote chapel attendance	80% chapel attendance	January 2025	Chaplain	\$500
Create opportunities to share diverse views	Satisfactory levels in various surveys	December 2024	President, faculty	\$500

Action 1.2 Increase the Awareness that Our Roles Contribute to the Daybreak Mission				
Action Details	Success Criteria	Target Date	Personnel	Resources
Review and clarify job descriptions	Satisfactory levels in employee surveys	June 2024	President	\$500
Participate in planning and decision-making	Satisfactory levels in employee surveys	June 2024	President	\$500

Action 1.3 Increase Opportunities for Alumni to Mentor and Serve Students and Fellow Alumni.				
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 2024	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.

Action 2.1 Ensure a Composition and Size that Exhibits an Appropriate Representation				
Action Details	Success Criteria	Target Date	Personnel	Resources
Recruit new members with business and financial experiences.	Addition of two new members.	December 2024	President	\$1,000

Action 2.2 Implement an Educational Program for Developing Decision Making Capability				
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 2024	President	\$5,000

Action 2.3 Provide for the Success of the President through Board Support and Evaluation

Action Details	Success Criteria	Target Date	Personnel	Resources
Annually evaluate the University president’s performance.	Satisfactory levels in board evaluations	June 2024	Board Chair	\$200
Annually conduct self-evaluation of board members’ support for the president.	Satisfactory levels in board members’ self-evaluations	June 2024	Board Chair	\$200

Action 2.4 Empower the organization and institutional structure

Action Plan	Success Criteria	Target Date	Personnel	Assessment
Pursue SEVP recertification.	Receive SEVIS recertification	May 2024	Board Chair President	\$4,000
Pursue programmatic accreditation for COAMFTE.	Achieve COAMFTE accreditation	November 2025	Board Chair President Dean	\$20,000
Pursue institutional accreditation for WASC.	Achieve WASC accreditation	October 2026	Board Chair President Dean	\$20,000
Pursue institutional affirmation for TRACS.	Achieve affirmation by TRACS accreditation agency	August 2024	Board Chair President Dean	\$20,000
Prepare for a new Intensive English Certificate program (IEP).	Approval by accreditation agency and governmental department for the change of the addition of a new Intensive English Certificate program (IEP).	June 2025	President	\$30,000

Objective 3. Administrative Leadership

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

Action 3.1 Maintain an Adequate Number of Administrative Leaders for Key Operational Areas

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 2024	President	\$30,000

Action 3.2 Maintain Job Descriptions for Administrative Leaders As a Basis for Evaluation				
Action Details	Success Criteria	Target Date	Personnel	Resources
Review and clarify job descriptions	Publication of job descriptions	May 2024	President	\$200

Action 3.3 Hire, Retain, and Mentor Talented Employees Who are Devoted to Daybreak				
Action Details	Success Criteria	Target Date	Personnel	Resources
Regularly review and improve salaries and benefits.	The University salaries are comparable with similar universities.	June 2024	President	\$300
Increase professional development opportunities.	Full participation in development activities	Apr 2024	President	\$2,000

Objective 4. Dedicated Faculty

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

Action 4.1 Hire Academically Qualified Educators Who are Experts in their Disciplines				
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 2024	Dean	\$30,000
Increase professional development opportunities.	A high rate of faculty participation in development.	Apr 2024	Dean	\$4,000

Action 4.2 Attract and Support Educators with Rich Professional Experiences				
Action Details	Success Criteria	Target Date	Personnel	Resources
Hire faculty members with rich professional experiences.	Faculty continue to engage in professional performance.	Mar 2024	Dean	\$30,000

Action 4.3 Promote Experiences that Highlight the Centrality of Christ in Knowledge				
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 2024	Dean	\$300

Objective 5. Student Body

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

church and community.

Action 5.1 Promote Daybreak as a Top Choice for Students				
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 2024	Program Director	\$5,000

Action 5.2 Increase the Size and Quality of the Student Body to the Optimal Number				
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 2024	Program Director	\$5,000

Action 5.3 Increase Efficiency of Marketing and Recruitment to Attract Qualified Students				
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 2024	Program Director	\$5,000

Objective 6. Program Assessment

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

Action 6.1 Correlate Course Learning Outcomes with Program Learning Outcomes				
Action Details	Success Criteria	Target Date	Personnel	Resources
Assess achievement of student learning outcomes	High rates of success in key courses	June 2024	Director of assessment	\$1,000

Action 6.2 Collect Evaluations of Student Performance and Use the Results				
Action Details	Success Criteria	Target Date	Personnel	Resources
Discuss and use the result in faculty meetings.	Reports on decisions and improvements	June 2024	Dean	\$1,000

Action 6.3 Regularly Assess Faculty Teaching				
Action Details	Success Criteria	Target Date	Personnel	Resources
Administer student evaluation of course	High rates on most items	June 2024	Dean	\$500
Perform faculty peer evaluation	High rates in most aspects	June 2024	Dean	\$2,000

Objective 7. Institutional Assessment

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

Action 7.1 Regularly Assess Student Satisfaction with Various Support Services				
Action Details	Success Criteria	Target Date	Personnel	Resources
Administer student survey annually	Satisfactory levels in various services	April 2024	Director of assessment	\$1,000

Action 7.2 Regularly Assess Employee Satisfaction with Culture and Environment				
Action Details	Success Criteria	Target Date	Personnel	Resources
Administer employee satisfaction survey annually	Satisfactory levels in various aspects	April 2024	Dean	\$1,000

Action 7.3 Use the Results for Improvement of Support Services and Campus Culture				
Action Details	Success Criteria	Target Date	Personnel	Resources
Discuss and use the assessment results in various administrative meetings.	Reports on decisions and improvements.	June 2024	Dean	\$500

Objective 8. Library and Technology

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

Action 8.1 Increase Investment in Library Learning Resources				
Action Details	Success Criteria	Target Date	Personnel	Resources
Continue to increase the print collection	Add 2,000 volumes annually	January 2024	Librarian	\$10,000
Acquire digital resources	No. of e-books and of databases	January 2024	Librarian	\$5,000
Upgrade the library management system	New LMS	September 2026	Librarian	\$3,000

Action 8.2 Improve Library Services				
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 2024	Librarian	\$200

Action 8.3 Invest Resources into Technologies that Enhance Our Programs and Services				
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 2024	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 2024	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 processes completes in June.	June 2024	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.	June 2024	President	\$500
Prepare for a bachelor program.	Approval by accreditation agency for the change of the addition of a new bachelor’s degree program.	June 2026	President	\$30,000

4. FIVE-YEAR FINANCIAL PLAN

DAYBREAK UNIVERSITY						
Five-Year Financial Plan (7/1/2023 - 6/30/2028)						
		7/2023-6/2024	7/2024-6/2025	7/2025-6/2026	7/2026-6/2027	7/2027-6/2028
REVENUES						
	Tuition & Fees	\$1,094,036	\$1,203,440	\$1,323,784	\$1,456,162	\$1,601,778
	Contributions	\$467,972	\$514,769	\$566,246	\$622,871	\$685,158
	Other Income	\$56,173	\$61,790	\$67,969	\$74,766	\$82,243
	Total Revenues	\$1,618,181	\$1,779,999	\$1,957,999	\$2,153,799	\$2,369,179
EXPENSES						
INSTRUCTION						
	Full-time Faculty Salaries	\$237,903	\$261,693	\$287,863	\$316,649	\$348,314
	Part-time Faculty Salaries	\$165,374	\$181,911	\$200,103	\$220,113	\$242,124
	Instructional Expense	\$93,170	\$102,487	\$112,736	\$124,009	\$136,410
	Instruction Total	\$496,447	\$546,092	\$600,701	\$660,771	\$726,848
ACADEMIC SUPPORT						
	Academic Administrative Salaries	\$89,843	\$98,827	\$108,709	\$119,580	\$131,538
	Academic Support Expense	\$66,550	\$73,205	\$80,526	\$88,578	\$97,436
	Conference & Meeting Expense	\$65,843	\$72,428	\$79,670	\$87,637	\$96,401
	Academic Support Total	\$222,236	\$244,459	\$268,905	\$295,796	\$325,375
LIBRARY SERVICES						
	Library Salaries	\$39,930	\$43,923	\$48,315	\$53,147	\$58,462
	Library Resources	\$45,520	\$50,072	\$55,079	\$60,587	\$66,646
	Library Expense	\$21,363	\$23,499	\$25,849	\$28,434	\$31,277
	Library Services Total	\$106,813	\$117,494	\$129,243	\$142,168	\$156,385
INSTITUTIONAL SUPPORT						
	Administrative Salaries	\$79,860	\$87,846	\$96,631	\$106,294	\$116,923
	Administrative Expense	\$26,953	\$29,648	\$32,613	\$35,874	\$39,462
	Equipment	\$16,105	\$17,716	\$19,487	\$21,436	\$23,579
	Communication	\$6,442	\$7,086	\$7,795	\$8,574	\$9,432
	Materials & Supplies	\$6,442	\$7,086	\$7,795	\$8,574	\$9,432
	Other	\$11,274	\$12,401	\$13,641	\$15,005	\$16,506
	Institutional Support Total	\$147,076	\$161,783	\$177,961	\$195,757	\$215,333
STUDENT SERVICES						
	Student Services Salaries	\$33,608	\$36,969	\$40,665	\$44,732	\$49,205
	Student Activities & Events	\$16,105	\$17,716	\$19,487	\$21,436	\$23,579
	Student Services Expense	\$8,053	\$8,858	\$9,744	\$10,718	\$11,790
	Conference & Meeting Expense	\$8,053	\$8,858	\$9,744	\$10,718	\$11,790
	Other	\$8,053	\$8,858	\$9,744	\$10,718	\$11,790
	Student Services Total	\$73,871	\$81,258	\$89,383	\$98,322	\$108,154
OPERATION & MAINTENANCE						
	Operation & Maintenance Salaries	\$29,415	\$32,357	\$35,592	\$39,151	\$43,067
	Utilities	\$16,105	\$17,716	\$19,487	\$21,436	\$23,579
	Loan/Rent	\$186,340	\$204,974	\$225,471	\$248,019	\$272,820
	Other	\$8,053	\$8,858	\$9,744	\$10,718	\$11,790
	Operation & Maintenance Total	\$239,913	\$263,904	\$290,294	\$319,324	\$351,256
OTHER						
	TOTAL EXPENSES	\$1,286,354	\$1,414,990	\$1,556,489	\$1,712,138	\$1,883,351
CASH FLOW		\$267,911	\$632,920	\$1,034,431	\$1,476,092	\$1,961,920
Total Net Assets (Unrestricted Net Assets)		\$711,189	\$ 924,546	\$ 1,201,909	\$ 1,562,482	\$ 2,031,227