



LEAN IN · MOVE FORWARD

ELEVATE

JARVIS CHRISTIAN UNIVERSITY
STRATEGIC PLAN
2023-2026





A LETTER FROM THE PRESIDENT GLENELL LEE-PRUITT, Ph.D.

When I was a little girl traveling with my parents, there was a thing called a “roadmap.” I can remember sitting in the back seat, actually laying in the rear window of my parents’ car and seeing my mom unfold this “thing” and give my father directions as we traveled from place to place. That roadmap guided us to our destination. It was our guide on a journey that would eventually get us to where we saw ourselves going. We started at one point and hoped to get to the other with planned and intentional stops along the way to enjoy the trip. Whenever I looked at that map from the eyes of a child, it appeared that the starting point and the ending point were so far away, but we got to where we were going even if sometimes plans were changed, or a detour was necessary.

Most of you my age or older, remember those roadmaps, they guided the journey. Well, that is what the strategic plan does for us as an institution of higher learning. It helps us look long range at where we are going and places and stops and even detours, we may need to make on our journey to preeminence. We have successfully concluded the first leg of the journey with our 2018-2023 Strategic Plan. Now, it is time to start another leg of the journey which is our 2023-2026.

As we are all aware, the higher education landscape is changing. We were all impacted by the pivot that was thrust upon us in 2020 by COVID-19. Post-COVID we are continuing to figure out how to move forward in a way that highlights our strengths and leads to challenges that face all of higher education. Our strategic plan will be our roadmap, encouraging us to *Lean In. Move Forward. Elevate.* We will “lean in” to the challenges that are facing higher education such as the demographic cliff, cost of higher education and the skepticism associated with earning an undergraduate degree. We will “move forward” as we embrace new technologies that are not going away such as Chat GPT and other AI in the classroom and in other processes. We will “elevate” our thinking and our doing when it comes to our interaction with internal and external constituencies so that we can establish partnerships that will ensure the success of our students in their chosen careers.

Elevate 2026 has four goals that will guide us as we continue our journey to preeminence. They are (1) to cultivate purposed and socially responsible innovative thinkers and leaders, (2) develop well-rounded, skilled, spiritual and compassionate leaders, (3) establish partnerships that create opportunities for students, strengthen our community, and advance Jarvis’ capacity to serve with excellence, and (4) strengthen operations and personnel to educate students head, heart, and hand. These are the pivotal points on this journey, and we are inviting you to join us.

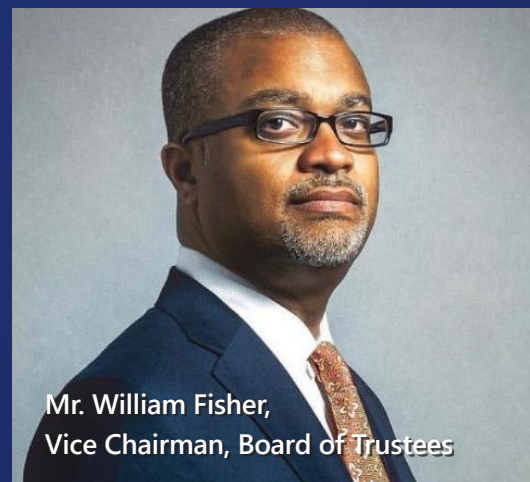
Let us embrace this journey and look with anticipation at what we will see and experience on this journey. We must remember that becoming preminent is an intentional process following a roadmap that will get us to where we are going. Let us all Lean In. Move Forward. Elevate.

A LETTER FROM THE BOARD OF TRUSTEES

As the 2018-2023 Strategic Plan ended June 30, 2023, the Jarvis Christian University (JCU) Board of Trustees, the Jarvis Family, and such external partners as the United Negro College Fund (UNCF), the Faculty and Employee Advisory Council (FEAC) and persons from the local community embarked upon a three-year Strategic Plan that will carry us forward to 2026. It was an honor for the Board to be included in this strategic planning process. As we all know, a successful strategic plan requires collaboration between all of the aforementioned participants.

Jarvis has much to be proud of, having met a significant number of the goals in the last five-year strategic plan. The Plan was more than words on a piece of paper. It was a true roadmap...a living, breathing document which was meticulously executed by the Board and the administration. Therefore, we, the Board, will remain committed to Jarvis, as the administration moves to execute the new strategic plan. This Plan, grounded in our core values and aligned with our mission and vision, will serve as a mechanism for JCU to provide its students with the AAA (**A**ccessible, **A**pproachable and **A**vailable) experience—the JCU way.

We are appreciative of the JCU leadership team’s efforts and their quest to continue to educate the head, heart and hand. JCU, we stand with you as you **lean in, move forward and elevate.**



Mr. William Fisher,
Vice Chairman, Board of Trustees



Mr. Torry Edwards,
Chairman, Board of Trustees



ABOUT JARVIS CHRISTIAN UNIVERSITY

Jarvis Christian University is a historically Black institution that has been affiliated with the Christian Church (Disciples of Christ) since its inception. The University began as Jarvis Christian Institute and its formal instructional program commenced January 13, 1913, with an enrollment of twelve young girls taking elementary school work. Formally, the recorded history begins in 1904 when the Negro Disciples of Christ in Texas, in conjunction with the Christian Women's Board of Missions, began to plan for a school for Black youth. In 1910, Major and Mrs. J.J. (Ida Van Zandt) Jarvis deeded 456 acres of land near Hawkins, Texas, to the Christian Women's Board of Missions. College courses were offered as early as 1916. In 1927, junior college courses were added to the curriculum.

In 1928, Jarvis Christian University was incorporated as a college and its governing body was established in 1929. In 1967, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accredited Jarvis Christian University. Since, Jarvis has operated as an institution of higher learning, generating \$22 million in total economic impact for the local and regional economy.

The Board of Trustees approved the college to offer graduate degrees October 9, 2020 and to become Jarvis Christian University May 6, 2022. Jarvis Christian University enrolled students and offered its first graduate degrees January 16, 2023.



The 2018-2023 Strategic Plan positioned the institution to develop the infrastructure and capacity needed to become a premier liberal arts institution. To this end, the notable accomplishments delineated by goal that follow are foundational to the realization of 2023-2026 Strategic Plan.

I. PREEMINENT ACADEMIC PROGRAMS

Key Accomplishments Include:

- Established Jarvis Online (JOL) and expanded opportunities for degree attainment, offering programs 100% online, accounting for 10% of enrollment.
- Established a graduate school and expanded degree offerings to include graduate programs, which yielded a 17% increase in enrollment.
- Demonstrated the quality and effectiveness of Jarvis' program offerings by increasing the number of programs (27%) accredited by a specialized accreditor (i.e., ACBSP, CSWE).

II. LIVING LEARNING ENVIRONMENT

Key Accomplishments Include:

- Integrated classroom space and course offerings within three of the residential halls to establish living learning communities.
- Established sessions in residence halls to enhance the community living environment.
- Substantively increased student engagement initiatives and programming: Safe Spaces; meetings for the LGBTQ+ community; created the Grab and Go; normalized the Prayer and Therapy program; training on how to properly wash your clothes; residence assistant training; and training on the harmful effects of smoking and vaping.

III. COLLABORATIVE RELATIONSHIPS

Key Accomplishments Include:

- Increased key partnerships with colleges, universities, governments, and industry partners by 50%.
- Increased internships and externships by 5% over the previous period.
- Upgraded HVAC and enhanced facility infrastructure for residential and administrative buildings.
- Increased campus safety through lighting and blue light installation.
- Established the Faculty, Employer Advisory Committee (FEAC) to provide insights into curriculum and career pathways.

IV. PROFESSIONAL DEVELOPMENT

Key Accomplishments Include:

- Established the JCU Leadership Academy for senior and middle managers, training approximately 40 leaders over time.
- Increased the number of faculty with terminal degrees by 5%.
- 55% of full-time faculty were certified through Quality Matters to provide quality online instruction.
- Provided faculty and staff opportunities to attend professional development conferences and/or external leadership institutes/academies, training approximately 2/3 of the campus employees.

V. FISCAL AND PHYSICAL STEWARDSHIP

Key Accomplishments Include:

- Increased the University's CFI score to a 3.0.
- Ended each year with an operating surplus and strengthened the University's financial position.
- Ended each year with clean financial, federal, and state audit reports.
- Established a College-Work Program to reduce the burden of student debt and increase student retention.
- Reduced the student default rate to 0%.

VI. CAMPUS ENVIRONMENT

Key Accomplishments Include:

- Completed construction on two residential facilities and the first phase of the new student union building.
- Completed pavement of the entire campus.
- Replaced roofs on 13 residential, apartments, classrooms, and administrative buildings.
- Pre-COVID, increased the graduation rate 6%.
- Expanded markets to California, Tennessee, Illinois, and the Bahamas.

VII. TECHNOLOGY INFRASTRUCTURE

Key Accomplishments Include:

- Upgraded the campus cabling from Cat5E to Cat 6; decreasing bandwidth/network interruptions by 75%.
- Improved technology in the classroom by replacing old interactive touch boards with new simulation touch boards.
- Added external cameras for enhanced faculty/student engagement, increasing engagement by 75%.
- Installed virtual application platforms for faculty, staff, and students, increasing instructional engagement by 65%.
- Replaced existing physical servers with virtual management platforms, increasing performance platform stability by 55%.
- Enhanced faculty/staff use of technology through professional development (training, user guides, eLearning, etc.).
- Created an E-Sports gaming room.

VIII. ANNUAL GIVING

Key Accomplishments Include:

- Increased alumni giving by 3%.
- Increased sustained overall giving by 43% since 2019.
- Increased the number of friends giving to Jarvis by 18% since 2018.

IX. PROVIDE A CHRISTIAN ENVIRONMENT

Key Accomplishments Include:

- Increased religious life on campus.
- Stabilized the consistency of Chapel attendance and increased Sunday morning worship attendance from an average of 2-3 to an average of 50-75.
- Developed student ministers who provide spiritual support to students in the living learning community with prayer, reflective listening, and compassion.
- Created safe spaces for students to discuss their struggles with life and faith especially related to fostering empathy for persons in the LGBTQIA community.

X. INCREASE ENROLLMENT AND RETENTION

Key Accomplishments Include:

- Pre-COVID, increased the retention rate 6%.
- Expanded new student engagement programming, to include Open House.
- Facilitated campus-wide training for the ERP system in increase efficiency and utilization for enrollment management.





MISSION, VISION, CORE VALUES & THE JARVIS EXPERIENCE

MISSION

Jarvis Christian University is a historically Black institution affiliated with the Christian Church (Disciples of Christ), offering degrees at the associate, baccalaureate, and master's levels. The mission of the University is to prepare a diverse population of lifelong learners intellectually, socially, spiritually, and personally through providing interactive services and using varied modalities of instructional delivery.

VISION

Jarvis Christian University will be a premier liberal arts institution committed to providing a transformative education that holistically prepares students for global service and leadership.

THE JARVIS EXPERIENCE

Since 1912, Jarvis' central principle is to educate each student's head, heart and hand to become productive citizens in a Christian environment. Jarvis affords an opportunity for students to receive an education in an intentionally inclusive environment. The Jarvis Experience results in leaders who are advocates of change in their community and the world.

CORE VALUES

The principles that guide our actions and commitment to Jarvis:

- **Scholarship and Life-Long Learning:** To advocate life-long learning by challenging and supporting students and staff to pursue intellectual, personal and professional development.
- **Service:** To provide a quality experience for students, colleagues, surrounding communities and the nation through community service and civic engagement, as service is the core of our profession.
- **Integrity:** To exhibit ethical behavior in and beyond the academic setting, and be good stewards of our financial resources, acting as persons of high character guided by a commitment to transparency, fairness and honesty.
- **Respect:** To embrace the doctrines of Faith, Family and Community, which ensure inclusiveness and diversity, understanding that every individual should be treated with professionalism, courtesy and kindness.
- **Responsibility:** To be responsible and accountable for our actions in every situation, as it relates to the University, the community and the nation.
- **Christian Ethics:** To emphasize that the Christian spiritual path provides an ethical code that, when followed, will make for a better person, a better University, a better community, and a better world.



GOALS, OBJECTIVES & KEY RESULTS

The 2023-2026 Jarvis Christian University strategic plan identifies goals and objectives that serve as a roadmap to achieve the university's vision of providing a transformative education that holistically prepares students for global service and leadership. This plan aims to transform students, personnel, alumni, and our community by strengthening academic programs and the student experience, honing in on student success and outcomes that matter beyond graduation, and pursuing operational excellence. "Lean In. Move Forward. Elevate. 2026" identifies four new goals to guide the university's strategy for growth, development and impact through 2026. The performance indicators identified for each goal will assist in the management of the plan by measuring annual progress toward achieving the key results.

GOAL I

TRANSFORMATIVE EDUCATION AND INNOVATION

Educate the Head: Cultivate purposed and socially responsible innovative thinkers and leaders



Jarvis will expand efforts to provide a holistic, transformative educational experience that equips students with the requisite knowledge and skills to be innovative thinkers and enterprising leaders in the society of the future. The University will be a destination of choice and a leader in cultivating strategic educational pathways that align with students' talents and passion, resulting in a purposed and above average living-wage career.

Objectives

1.1: Expand Program Offerings: Expand high-demand, high-wage career pathways and program offerings (i.e., undergraduate, graduate, non-credit), inclusive of interdisciplinary and accelerated approaches, that are market-driven and address real-world problems.

1.2: Cultivate Enterprising Mindsets: Prepare students to be enterprising and entrepreneurial

through real-world, solution-oriented experiences that encourage creativity, risk-taking, and innovation, fostering a personal and professional growth mindset.

1.3: Optimize Educational Pathways: Expand and optimize flexible academic and career pathways (e.g., non-credit, stackable, and micro credentials, etc.) that connect credentials to educational programs and integrate work-force experiences to mitigate credit loss and accelerate success.

1.4: Develop Ethical and Socially Responsible Leaders: Integrate ethics and social justice across the curriculum that cultivates a sense of responsibility to others.

1.5: Increase Student Capacity for Learning: Integrate advanced technology (e.g., artificial intelligence, gamification, virtual/augmented reality, etc.) and active learning (e.g., projects, capstones, etc.) throughout the curriculum to promote deep learning and further student success.

48% TO 66%

Increase the percentage of students indicating Jarvis as their first choice

50%

Increase in-field employment one-year post-graduation

10%

Increase in the number of Jarvis bachelor-to-master degree program offerings

**GOAL
ATTAINMENT**

Increase in professional development aligned with goal attainment

**EXPANDED
TO 5**

Graduate programs from 3

5% ANNUALLY

Increase in continuing education offerings

**10%
OVER THE
BENCHMARK**

Increase the number of students and faculty who engage in entrepreneurial and innovative endeavors

**5%
OVER THE
BENCHMARK**

Increase in number of employer's satisfied with student preparedness

KEY RESULTS/MARKERS OF GOAL ATTAINMENT

10% increase in enrollment | 22% increase in graduate earnings | 10% increase in retention | Improve completion and time-to-degree rates to the top 25% of HBCU's in the state of Texas

GOAL II

TRANSFORMATIVE ENGAGEMENT AND DEVELOPMENT

Educate the Heart: Develop well-rounded, skilled, spiritual and compassionate leaders



Jarvis was founded to produce productive citizens and earnest Christians, which is a defining principle of educating the heart. As such, Jarvis will provide the tools and resources needed to ensure students develop the skills, mindset and values to navigate challenges of the future, succeed in their careers, and make meaningful contributions to society.

Objectives

2.1: Institute and Codify the Jarvis Experience: Design and implement the Head, Heart and Hand Experience to catalogue (i.e., competency experience transcript) and delineate student's hands-on internal and external academic and social development as servant-leaders and thinkers.

2.2: Comprehensive Mentorship Network: Design and implement a purpose-centered mentor network (e.g., alumni, peer-to-peer, industry, etc.) to develop students throughout their educational life cycle,

providing guidance, support, and expertise.

2.3: Spiritual Formation: Establish a University-wide spiritual formation plan and expand Christian-centered experiences that produce compassionate, servant-leaders who can function in a religiously diverse world.

2.4: Holistic Skill Development: Diversify and integrate industry and campus-based training opportunities (e.g., Toastmasters International, Professional Associations/Chapters) to develop student's professionalism, resilience, emotional management, and ability to work collaboratively to increase student marketability.

2.5: Mental Health and Well-Being: Foster a climate of well-being by expanding access to mental health resources and developing a health and wellness program (i.e., mental, physical, emotional, spiritual) that support and improve overall student health and resilience.

**YOY
INCREASE**

In student marketability
by survey

**DECREASE
WAGE GAP**

Between average (\$64K) and
potential (\$77K)

**YOY
INCREASE**

Increase in mental
health and well-being

**YOY AVERAGE
INCREASE**

In number of
competencies
achieved on the Jarvis
Experience transcript

**YOY
INCREASE**

In self-reported
spiritual growth by survey

**YOY
INCREASE**

In employer satisfaction
and reported job readiness
by survey

**YOY AVERAGE
INCREASE**

In number of students
with quality mentor
experiences by survey

KEY RESULTS/MARKERS OF GOAL ATTAINMENT

10% increase in enrollment | 22% increase in graduate earnings | 10% increase in retention |
Improve completion and time-to-degree rates to the top 25% of HBCU's in the state of Texas

GOAL III

TRANSFORMATIVE PARTNERSHIPS AND OPPORTUNITY

Educate the Hand: Establish partnerships that create opportunities for students, strengthen our community, and advance Jarvis's capacity to serve with excellence



Since Jarvis's inception, students acquired a myriad of skills and were trained to be effective in their careers and communities. To advance this student-centric principle, Jarvis will substantively expand its educational, non-profit, corporate, industry, and community partnerships to strengthen student preparation, increase their earnings, and impact our community.

Objectives

3.1: Increase Experiential Learning: Generate a diverse (i.e., micro, virtual, etc. internships, job shadowing) pool of high-impact experiential opportunities for all students that afford settings to practically apply knowledge and enhance skill level.

3.2: Broaden Community Engagement: Broaden the University's impact in the region through innovative developments, outreach, and advancements in the disciplines that improve the quality of life of residents in East Texas.

3.3: Leverage Corporate/Industry Partnerships: Establish industry-university partnerships that enable students to acquire relevant skills-based training (on- and off-campus) and enhance credential attainment that increase post-graduate success.

3.4: Implement Work-Based Learning: Expand work-based learning opportunities to advance student learning and improve training.

3.5: Expand Strategic Partnerships: Increase mutually beneficial partnerships with academic institutions, corporations, and non-profit organizations to expand research innovation, promote knowledge exchange, and increase opportunities for students.

25

Increased number of partnerships

INCREASE

In number of programs with verified embedded credentials

YOY INCREASE

In the number of community-based projects in teaching, research or service in the region

INCREASE

In number of courses/programs with integrated industry credentials or certifications

YOY INCREASE

In experiential learning engagement

YOY 5% INCREASE

Increase in giving/fundraising

KEY RESULTS/MARKERS OF GOAL ATTAINMENT

10% increase in enrollment | 22% increase in graduate earnings | 10% increase in retention | Improve completion and time-to-degree rates to the top 25% of HBCU's in the state of Texas

GOAL IV

TRANSFORMATIVE OPERATIONS AND PERSONNEL

Strengthening operations and personnel to educate students head, heart, and hand



Excellence and efficiency will be central to the University's capacity to optimize resources, enhance the student experience, and ensure institutional sustainability. To realize strategic growth, the University will streamline its operations; effectively manage, allocate and grow its resources; and integrate technology advancements. People are foundational to operational excellence and as such, Jarvis will afford the environment and resources needed to realize the University's strategic goals.

Objectives

4.1: Attract Diverse, Top Talent: Strategically attract top talent and

broaden personnel composition, to include prestigious alumni, accomplished practitioners, diverse ethnicities using one or a combination of competitive salaries, flexible options, benefits, and merit-based rewards.

4.2: Increase Alternative Revenue Streams: Become more financially sustainable and resilient through a diversification of revenue streams: increased branding and licensing, expanded sponsorships, facilities and real estate, corporate training revenue, sustainable energy purchase power agreements, and increased grants and sponsored research.

4.3: Culture of Excellence: Establish a culture of excellence and extraordinary (i.e., accessible, approachable, and available) service throughout the Jarvis experience.

4.4: Enhanced Personnel Experience: Foster a positive work environment that is inclusive of open and strategic communication, recognizing and celebrating achievements, and increasing opportunities for collaboration and authentic team building.

4.5: Beautification and Infrastructure Improvements: Improve the physical environment by enhancing the campus infrastructure to support modern learning, to include integrating advanced technologies, exploring sustainability efforts, and maximizing workspaces (e.g., hoteling).

4.6: Increase Operational Agility and Efficiency: Optimize institutional practices, processes, policies and procedures for greater agility, efficiency, and effectiveness, leveraging advanced technology (e.g., customized chatbot, digital enhancements/self-service options, workflow management, etc.).

Performance Indicators

10%

Increase number of personnel who are alumni

INCREASE

In systemic, technology optimized business processes

INCREASE

In number of facility improvements

YOY 5% INCREASE

In fundraising

4/4 OR 4/5

Optimized faculty workload

10%

Of personnel are Hispanic

15%

Increase in employee satisfaction and engagement

INVESTMENTS

In salaries and incentives for personnel

10%

Increase in revenue from alternative revenue streams

INCREASE

In smart and sustainable infrastructure improvements over benchmark

KEY RESULTS/MARKERS OF GOAL ATTAINMENT

10% increase in enrollment | 22% increase in graduate earnings | 10% increase in retention | Improve completion and time-to-degree rates to the top 25% of HBCU's in the state of Texas





ABOUT THE PROCESS

In September 2022, Jarvis Christian University announced its intention to develop a new strategic plan focused on transformation. A transformation/ planning kick-off was held, supported by personnel from the United Negro College Fund, the strategic planning coordinator Dr. Cleopatra Allen, and members of the planning committee, with 140 persons in attendance, including 40 members of the community to support Jarvis's new strategic direction. The University Strategic Planning Committee established a plan to govern the development of Jarvis's strategic direction.

To gather feedback and ensure diversity of thought, representatives from the planning committee facilitated ideation sessions with nearly 30 external stakeholders during the month of October 2022. Session attendees included members of Jarvis Faculty and Employer Advisory Committee, alumni from the Dallas and Texarkana Chapters, and members of the Greater Hawkins community. In February 2023, ideation sessions were facilitated with internal stakeholders, to include faculty, staff, administrators, and students with over 120 persons in attendance.

Further, data were central to the planning and development process in holistically mapping Jarvis's "next steps." Accordingly, data from Noel-Levitz surveys (Satisfaction, High School Counselor, and Alumni (past five years)) as well as benchmark performance data were reviewed. Finally, data were reviewed from a Jarvis market analysis produced by the Educational Advisory Board for contributions to the SWOT analysis. Each of these data points were influential to the direction and key results established in the final strategic plan.

Data were merged with feedback from respective parties to establish manageable themes for a three-year strategic plan. Within these organized themes, objectives and key results emerged. The resulting preliminary plan was reviewed again with the senior leadership of the University and adjusted as needed. The final plan was submitted to the Jarvis Christian University Board of Trustees for review and approved on July 14, 2023.

KEY CONTRIBUTORS

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