

# ONWARD

STRATEGIC PLANNING FOR GBSC

## BUILDING FOR THE FUTURE

**Bridges Beyond Ourselves**

**Capacity And Quality**

**Enrollments And Graduates**

**December 2018 Progress Report**

# ONWARD

## STRATEGIC PLANNING FOR GBSC

For the next two years (2018-2020), we will focus on three goals:

1. Build Bridges beyond Ourselves
2. Build Capacity and Quality
3. Build Enrollments and Graduates

This report summarizes progress on specific initiatives during Fall 2018. This is the first of four semesterly reports, with others planned for Spring 2019, Fall 2019 and Spring 2020.

The Fall 2018 strategic work focused on six initiatives in two categories, **Build Bridges beyond Ourselves** and **Build Capacity and Quality**.

## Build Bridges beyond Ourselves

*We will strengthen existing relationships and seek to form new partnerships with constituents, other ministries, other educational organizations. We will offer our resources to meet needs in building God's Kingdom around the world.*

### Partnerships with stable colleges/universities, articulation agreements

GBSC has completed an agreement with Bible Missionary Institute (BMI) to accept specified credits from their students who wish to transfer here. BMI sought this agreement to enroll international students. Our faculty reviewed syllabi and other materials, producing a list of approved courses for transfer.

We have signed articulation agreements with The Christ College of Nursing and Health Sciences.

- One agreement allows students to spend a year at GBSC and then transfer credits (31 total) into a Bachelor of Science in Nursing (BSN) at Christ College. It is our understanding that this is the first BSN articulation agreement Christ College has ever made. With approvals, nursing students could continue living on our campus while they complete their BSN.
- The second agreement allows our students to transfer 70 GBSC credits into a Health Care Administration (HCA) bachelor's degree at Christ College. Health Care Administration is a growing area, with high demand for employees. The HCA degree can be finished completely online, which could allow these students also to continue to live on our campus if they should choose.

GBSC is one signed document away from another articulation agreement that would secure pathways to 22 additional bachelor's degrees (business, addictions counseling, social work, criminal justice, to name a few). The courses from the other institution can be completed online, which would also allow students to remain on GBSC's campus with approval and benefit from the culture and atmosphere here.

Additional future steps are planned as well.

- We are meeting with Christ College's Chief Academic Officer and Registrar on November 27 to discuss steps to make the articulation process run smoothly (for example, creating a joint application for BSN prospects).
- Engage other Christian colleges to seek an articulation agreement in engineering.
- Engage other CHM institutions to gauge interest in articulation agreements (for example, there may be interest in an agreement for GBSC's Early Childhood Education major when it becomes licensure-eligible in Ohio).

## **Expand donor bases, opportunities and revenue streams**

A number of steps have been completed toward this initiative.

- All donors within the greater Cincinnati area have been identified through researching our SIS database, the Internet, alumni referrals and social media, and Constituent Relations (CR) staff has begun to connect with them.
- CR staff are reconnecting with our donor base through donor visits, regular phone calls, donor appreciation programs and campus visits.
- We have created a searchable database of GBSC's top 100 donors.
- Predetermined percentages of donors have been assigned to President Loper, Vice President for Constituent Relations Marc Sankey and CR staff for the purpose of further cultivation and enhancement of their relationship to GBSC.

Two other steps are currently underway and either of an ongoing nature or not yet completed.

- CR staff are working to purchase or develop a communications texting (SMS) tool that will enable donors to give more easily via text if they choose to do so.
- CR staff are gradually implementing greater use of social media as a means to raise funds for special projects, needy students, scholarships and the general fund. Upon evaluation of its effectiveness, we expect social media to play a more significant role in other methods of future fundraising.

## Build Capacity and Quality

*We will seek increased quality in our operations and simultaneously develop new capacity to enable future growth. We will have increased positive impact on employees and students.*

### Continue a culture that encourages mentorship, discipleship

A great deal has been done in implementing this initiative.

- A general campus culture of mentoring has become a reality over the last few years. Students regularly approach employees for life advice. Employees also host students (and other employees) for regular meetings to disciple them. This is in addition to the Discipleship Groups that meet biweekly.
- By their own reporting via a mentorship survey completed this semester, employees and their spouses say they mentor/disciple in the following ways: spiritual, academic, relationships, career planning, post-graduate advising, vocational advising, leadership development, self-care/self-improvement, emotional/psychological support, healthy living, and life coaching/"whole-life mentoring."
- Resident Assistants (RAs) return to campus a week before students arrive for training, which includes attention to mentoring/discipling other students.
- RAs regularly meet with the resident deans for mentorship.
- Deans discuss a culture of mentorship and discipleship in dorm meetings and encourage older students to mentor younger ones.
- Student-led prayer meeting and accountability groups are currently taking place in the Men's & Women's Residence Halls — most are led or facilitated by RAs.
- This year, campus Discipleship Groups (D-groups) were expanded to reflect specific interests of employees, and students were allowed to choose their interests and/or employees they wished to interact with. This enables a greater variety of avenues through which our employees can mentor. The number of groups stayed relatively stable (12 in 2017 and 13 in 2018), but the styles of groups became much more varied.
- Chapel series on specific topics (e.g., The Ten Commandments, The Beatitudes) encourage greater discussion among students and employees.
- Student Affairs frequently uses mentoring as a proactive part of the disciplinary process by assigning students under disciplinary measures to meet regularly with an employee mentor.
- The Director of Student Affairs and the Dean of Men conduct regular accountability/mentoring sessions with dating couples.

- College academic divisions practice different types of mentoring with their students.
  - The Division of Professional Studies forms different interest groups around students' calling and direction.
  - The Division of Ministerial Education has older students lead accountability groups within the division (group leaders are in turn mentored by faculty).
  - The Division of Music practices MSO Acts of Kindness in which students choose a peer (through random selection) to encourage by specific acts of kindness throughout the semester. At least four Music faculty members also meet with specific students for mentorship on a weekly basis.
- Within the last few years, Intramurals has been expanded to involve a greater variety of activities to allow more students to be involved in this aspect of community.
- During the week, an early morning basketball game takes place that involves administrators, employees and students.
- The Facilities Department has historically been a place where employees mentor work-study students, both in their various jobs and their personal lives.
- Student Affairs staff members (Director, Deans, RAs) invest many hours per week in one-on-one meetings with students.
- The Dean of Men's Office hosts pizza nights with various employees and guests to discuss life issues with students.
- Director of Student Affairs, Sonja Vernon, now takes occasional weekend duty in the Men's Residence Hall in order to have greater avenues to conversation with the male students. This is in addition to occasionally working in the Dean of Women's office.
- Employees continue to mentor students even after graduation. In the survey referenced above, 67% of respondents said they still mentor/disciple students who have graduated or left GBSC.

### **Eliminate employee "tithe" provision in pay**

- References to withholding tithe have been removed from the Employee Handbook.
- References to tithe have been removed from contracts and payroll worksheets.
- Future hiring processes will not discuss tithe but simply present the gross pre-tax pay.

## Enhance student mentoring and expand to online students

- The report above, on mentorship/discipleship culture, includes action items completed on campus; additionally there are ongoing discussions about whether or not to create a formalized mentorship “program” that students could join
- Research into mentoring in the online context has been completed; this research and some of its findings are summarized below.
  - Three employees currently enrolled in online graduate programs were asked for input based on their experiences.
  - An interview was completed with an administrator in online programs at a Christian university who has extensive experience and involvement in Christian higher-education development.
  - Six models (or sets of practices) from academic sources for online mentoring/discipleship were reviewed.
  - Currently there does not seem to be significant culture around holistic (extracurricular or cocurricular) student development in online programs; systems and recommendations largely focus on practices within an individual course.
- Existing data from the Aldersgate Distance Education Program (ADEP) suggests a good measure of success already. Survey results from Spring 2016 and Spring 2017 (overall n=45) include the following (all on a 5-point satisfaction scale):
  - I have grown spiritually as a result of taking classes through the Aldersgate program: 4.67
  - The Aldersgate program has better equipped me for ministry: 4.72
  - The Aldersgate program provides me with exposure to role models/mentors who positively influence my life: 4.18
  - The Aldersgate program provides me with exposure to role models/mentors who positively influence my ministry: 4.24
- To build on this positive foundation, based on research completed, the Academic Affairs and ADEP offices will complete the following steps:
  - Review and update the Online Course Quality Policy to include mentoring/discipleship-related components where appropriate;

- Develop a plan to diversify advising support to enable more proactive student support outside courses;
- Revise the annual ADEP survey to include items to assess mentoring and discipleship;
- Track progress via survey items and include mentoring/discipleship in annual ADEP reporting to develop continuous improvement.

### **Create a culture of appreciation**

GBSC-branded “wooden nickels” have been purchased for an employee peer-recognition system; this will be presented to employees at the annual Christmas dinner. Employees will be encouraged to recognize each other’s contributions and service with signed “nickels,” which can be turned in to receive gift cards.

After the employee system is functioning, a similar system is planned for students.