

ONWARD

STRATEGIC PLANNING FOR GBSC

BUILDING FOR THE FUTURE

Bridges Beyond Ourselves

Capacity And Quality

Enrollments And Graduates

May 2019 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 Spring 2019. This is the second of four semesterly reports, with others planned for Fall 2019 and Spring 2020 and with a Fall 2018 report already completed.

The Spring 2019 strategic work focused on ten initiatives coming from all three goal categories.

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.

Increase involvement with local churches

The Constituent Relations Department leads efforts in this initiative. GBSC representatives are regularly visiting churches, observing and hearing from pastors and church leaders about their needs. Representatives then return to campus and communicate to students about potential ministry opportunities in specific churches or fields of service.

Our annual pastors luncheon serves as a “welcome mat” and a viewing room to many GBS resources, including access to ministerial students who are present at the luncheon. We give each attending pastor a meal card so he can meet with students over lunch in the dining hall in the future.

Strengthen alumni relations and services

A number of steps have been completed toward this initiative.

- We have created an alumni liaison position so that there is better communication and involvement between the Alumni Council and the administration.
- We have established alumni receptions in Pennsylvania and Idaho with plans to expand these receptions into other regions of the country.
- We are retooling parts of the annual IHC Alumni Reception for the purpose of a more effective and fruitful connection with alumni.

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.

Secure state teacher licensure

A great deal of work has been accomplished under this initiative.

- Faculty from the Education and Professional Studies Division and the Music Division have worked for multiple years to revise education curriculum to align with Ohio expectations and Council for the Accreditation of Educator Preparation (CAEP) standards.
- GBSC has achieved candidate status with CAEP.
- Faculty applied to Ohio for recognition as an approved program to prepare students for licensure.
- Two programs have received approval for licensure eligibility: the Early Childhood program and the Music Education program.
- Another program has been recommended for approval and is awaiting final review: Adolescent and Young Adult Integrated Language Arts (essentially English for grades 7-12).
- We retain a non-licensure Elementary Education program for students interested only in Christian school service.

We celebrate God's goodness in blessing these efforts! We also continue to work toward a CAEP site visit and ongoing maintenance and continuous improvement of these programs.

Enhance residence and common-use areas on campus (student rooms, restrooms, security cameras, etc.)

Improvements to common-use areas began in summer 2018. Below is a summary of action items completed, in progress and planned.

- Women's Residence Hall 4th-floor restroom renovation completed summer 2018; another floor's restroom is scheduled for renovation in summer 2019
- Women's Residence Hall parlor renovation completed in Spring 2019
- Restrooms in basement level of Knapp Building renovated in Spring 2019
- We are taking bids to install campus-wide security cameras
- We are taking bids to develop a patio and firepit area on campus
- We are working on near-future plans to do the following:
 - Build closets in the Men's Residence Hall
 - Remodel restrooms in Student Center (new partitions have already been installed in two of the four restrooms)

Ensure we are being financially efficient

For a number of years the screening process for major financial decisions has followed the steps below. To ensure continued use of an appropriate "filter," the administration will be adding to the institution's policy book the following structure.

Prior to initiating large capital projects or purchases (e.g., new buildings, vehicle fleet acquisitions, etc.), the following questions should be used to guide decision-making.

1. *Can current facilities/equipment be remodeled, refurbished or otherwise repurposed to meet anticipated needs, to avoid the need for new purchase/build?*
2. *Can we demonstrate that we are maximizing use of existing similar facilities/equipment? If not, what necessitates the new purchase?*

Strengthen key academic areas/programs and personnel at all levels

A number of items have been completed to strengthen programs and develop personnel. These include:

- Numerous articulation agreements with Christ College and with Indiana Wesleyan University
- Two faculty are currently enrolled in graduate degrees (one master's, one doctorate); three more faculty have been accepted into doctoral programs
- A Dean of Undergraduate Studies position has been created and staffed
- Additional adjunct faculty for the Aldersgate Distance Education Program have been identified, including with expertise to develop new courses
- Only one two-grade classroom remains in Aldersgate Christian Academy; it will be split before Fall 2019
- Academy support staff has also been increased
- A proposal for a new master's degree program is in the external approval process

Enrich spiritual culture

GBSC is committed to a philosophy of spiritual enrichment as evidenced by a willingness to implement specific catalysts to growth. The list below includes recent implementations.

- Regular prayer & fast times are held every Wednesday during the school year (Chapel open 6-7am, 12-2pm, 9-10pm for prayer).
- A baptismal service is conducted once per year during the end of year senior prayer meeting.
- Communion is scheduled at various times throughout the year and Pres. Loper is committed to continuing and extending that practice.
- Discipleship/mentoring is ongoing.
- We are currently working to establish a campus-wide prayer space that is open more frequently. At this point in the process, the Schmul Chapel remains a viable option.

Replace the bus

We are actively looking to purchase a coach. A potential purchase was found and inspected, but it did not meet our needs. A seller is assisting us in seeking to identify a good coach for our purposes (e.g., limited use).

Extend spiritual culture to online students

Aldersgate Distance Education Program (ADEP) personnel periodically encourage online students to view chapel and other service livestreams. Additionally chapel notes are occasionally posted in the ADEP online “student lounge.” During Spring 2019, the Dean of Men agreed to engage an ADEP student in targeted discipleship and mentoring, the first time this type of connection has been made between Student Affairs staff and an online student.

To guide additional development in this area, the ADEP annual survey of student experience was expanded with questions specifically addressing spiritual culture and connection.

Build Enrollments and Graduates

We will work to build enrollments in all areas (ACA, on campus, online undergraduate, graduate). We will simultaneously work to increase persistence and completion rates.

Explore ways to expand GBSC/ACA student market pools

We have completed a number of steps to identify and begin to explore additional markets for recruiting students.

ACA has used radio ads on a local Christian radio station, something not done in the past. Additionally the Academy has hosted two open houses with good attendance.

On the college side the following activities have been completed.

- Run a booth at the Creation Museum's Creation College Expo focused on dual credit
- Run a booth at the Ohio Homeschool Convention this year promoting both dual credit and college opportunities
- Expanded dual credit program to new students
- Completed a one-day career/college advising trip to Heartland Christian School to meet with students and parents
- Explored advertising options in homeschool magazines and websites
- Worked with current "partner schools" to connect with other principals at new schools
- Provided free music lessons and coaching to students at a thriving and expanding Christian school with lots of prospective students

There are also plans to continue some of these college initiatives, repeating them and/or expanding them.