

# ONWARD

STRATEGIC PLANNING FOR GBSC

## BUILDING FOR THE FUTURE

**Bridges Beyond Ourselves**

**Capacity And Quality**

**Enrollments And Graduates**

**December 2019 Progress Report**

# ONWARD

## STRATEGIC PLANNING FOR GBSC

During 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 third of four semesterly reports, with the final report planned for Spring 2020, and with Fall 2018 and Spring 2019 reports already completed.

The Fall 2019 strategic work focused on seven initiatives coming from two goal categories, Build Capacity and Quality and Build Enrollments and Graduates.

## 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.*

### Facility development plan as needed for growth

The Facilities Department has completed extensive work to develop a master facilities plan that accounts for meeting enrollment growth goals. The [plan](#) (link access requires a GBS.edu account), which will be an evolving document, currently addresses the following areas.

1. Student housing (current occupancy and capacity)
2. Classroom space (current use and capacity)
3. Faculty/staff offices (current number and projected needs for growth)
4. Housing (current occupancy)
5. Planned maintenance schedule
6. Facilities Department inventory

### 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 3rd- and 4th-floor restroom renovations completed
- Women's Residence Hall parlor renovation completed in Spring 2019
- Restrooms in basement level of Knapp Building renovated in Spring 2019
- Bids have come in at \$60,000 for security cameras across campus; other options are being explored as well as consideration of funding this option
- A bid to develop a patio and firepit area on campus was \$10,000; we are working toward funding for this project
- Eight closets in the Men's Residence Hall were built last summer, with another five scheduled for summer 2020
- Upper-level restrooms in Student Center are being remodeled, in addition to new partitions that were previously installed in two restrooms in that building
- The Cincinnati YMCA is donating 4 treadmills and 2 exercise bikes for use in the residence halls

## **Expand degree program offerings**

We are not yet ready to launch any new programs immediately.

- We have begun work to offer a certificate program in conjunction with Shepherds Global Classroom, primarily serving pastors and other church leaders in the developing world. We are currently planning for a Fall 2020 launch.
- Due to the need for a site visit by HLC and the Ohio Department of Higher Education for new MA majors, we have paused progress toward the MA in Theology until we have multiple new programs for a single visit. At the time of this report we are discussing possibly requesting approval for two new MA majors during Spring 2020 for a possible Fall 2020 launch.
- Currently three faculty members are enrolled in terminal degree programs that will provide us with the necessary core faculty for additional degrees in counseling, leadership and a combined preaching/music major; these programs await faculty completion or near-completion of programs.

## **Prepare our students more effectively for life after graduation (practical application, vocational guidance, job placement)**

A number of improvements have been made in this area during the Onward plan period.

- The College Success course includes a strong emphasis on life skills to serve students both in college and beyond. Students complete the Strong Interest Inventory, a career assessment, to help them identify and explore career possibilities that may align with their expressed interests.
- The Division of Professional Studies has implemented interest groups, with a variety to appeal to students' varied interests and callings. In addition to a group for each major/program (education, missions, business, etc.), there are also interest groups in nursing/medical fields, art, counseling and more. Each group is led by a professional or experienced individual who can give students information about the field/area of study.
- Campus counseling staff, as well as faculty, provide career counseling.
- We have implemented increased hands-on learning opportunities (such as the capstone for Integrative Studies, where students can choose a thesis, project, or internship). This expands our practical-application program, which already included (1) church-based internships for Ministerial Education and Church Music majors, (2) student teaching for all education programs and (3) missions internships for students with Intercultural Studies and World Missions cognates.
- We have increased field experience hours for education majors.

## **Replace the bus**

In summer 2019 we purchased a newer used bus with low mileage. During the fall, significant improvements have been made to it, including installation of USB charging ports at every seat. It should be ready to use for spring tours!

## 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.*

### Cultivate recruitment with homeschool groups/organizations

In 2019 we engaged with several events aimed specifically at homeschoolers.

- We had a booth at the Great Homeschool Convention in Cincinnati, held at the Duke Energy Center.
- We also had a booth at the Creation College Expo in October at Answers in Genesis' Answer Center and were invited to perform at the event with our choir and symphonic wind and string ensemble.

We continue to reach out to Christian schools and families to offer dual-credit high school/college courses through our Academic Advantage Program (AAP). Enrollment is growing, both in terms of the number of courses sold and the number of students participating. Many AAP students are homeschooled.

### Define a philosophy of enrollment for all areas

New Vice President for Enrollment Services Matt Hallam articulates this philosophy of enrollment: "The Enrollment Services Department exists to support God's Bible School & College in its mission. This is done by assisting students through the admissions process, identifying and marketing to appropriate prospective student populations and providing feedback to leadership on current market needs. During the process of supporting GBSC in its mission we strive to glorify God through excellence in service, personal development of staff, reliance on God demonstrated through prayer and building unity through mutually beneficial partnerships with other Christian organizations."

During the summer and fall, [extensive training](#) (link access requires a GBS.edu account) has been implemented for Enrollment Services personnel to support them in carrying out this philosophy.