

# ONWARD

STRATEGIC PLANNING FOR GBSC

## BUILDING FOR THE FUTURE

**Bridges Beyond Ourselves**

**Capacity And Quality**

**Enrollments And Graduates**

May 2020 Progress Report

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## 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 2020. This is the fourth of four planned semesterly reports. Spring 2020 strategic work focused on seven initiatives coming from all three goal categories. Additionally, progress is reported on two other initiatives that had already been addressed in prior reports.

Original plans called for a new set of initiatives to be approved in Spring 2020. With the COVID-19 pandemic in the US, it seems more appropriate to pause to evaluate aftereffects of the widespread shutdown prior to proposing plans for 2 years. Thus, the current set of initiatives will continue to be addressed in Fall 2020; a new set of strategic initiatives will be proposed in December 2020 or May 2021.

## **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.*

### **Expand funding opportunities for ACA**

In an effort to expand funding opportunities at ACA we have implemented a new tuition structure. We also have worked within our fundraising events to include businesses and companies that are part of our ACA family, as well as giving greater incentives to ACA families to reach out to obtain sponsors. Efforts have resulted in significant increases in ACA income.

### **Provide opportunities for students from all GBSC/ACA programs**

A number of actions have been completed toward this initiative.

- The Division of Professional Studies provides a variety of interest groups that offer mentoring and exposure to a range of possibilities: Missions, Education, Art, Business, Church & Family, Counseling, Nursing
- ACA has instituted a variety of teams, clubs, and elective classes to address a broader spectrum of student interests: Traveling ministry team, Robotics club, Basketball & Volleyball traveling teams, Disc Golf Club, Shop club, Art club, Creative writing and journalism electives
- The Enrollment team (including selected students) utilizes campus visits to highlight the many possibilities open to GBSC students and works to engage prospective students in novel ways through social media and other endeavors beyond our musical PR groups
- The PR selection process has been expanded to include representatives from a variety of departments

### **Add church/ministry educational opportunities that (1) serve other ministries and (2) showcase what GBSC offers**

We have seen progress on this initiative in a variety of ways this semester. In no particular order, here are the doors God has opened for us in partnering with and serving other ministries:

- Finished Shepherd's Global Classroom partnership agreement and obtained all required approvals, offering quality, affordable, easily accessible GBSC credits to students around the world
- Articulation agreement with Allegheny Wesleyan College into our BA in Early Childhood Education and Music Education (licensure tracks)

- Nearing completion of an articulation agreement with Kentucky Mountain Bible College into our BA in Early Childhood Education (licensure)
- Working on an agreement to offer pathways to ministerial/theology degrees to pastors in the Southwest Ohio Church of the Nazarene who are taking continuing education credits through the denomination
- Finished an [articulation agreement with Mission Muslim World University](#) (MMWU), a quality all-online institution endorsed by Ravi Zacharias that offers graduate coursework in Islamic Studies; we were introduced to MMWU through Hope International Mission personnel. Now MMWU students and GBSC students can earn an MA in Ministry from GBSC with a concentration in Islamic Studies, transferring the Islamic Studies courses from MMWU. They currently have over 400 students enrolled in classes. We are also working to preapprove transfer undergraduate credits in this area as MMWU makes them available
- Now offering college courses to a local Christian high school, which brought us almost 50 new students this semester
- Offered free online course on the Book of Revelation (see more information below)

### **Get existing *Revivalist* resources into usable format**

Reporting on this initiative is delayed until December 2020.

### **Become the premier ministry-resource provider for our constituents**

With campus closed, attention was given to ways to provide more online resources. One result of this is GBSC's first massively open online course (MOOC), BIST 310: Topics in Biblical Studies: What the Last Book Says about Living in the Last Days, taught live on Facebook and YouTube by Stephen Smith. Most of the 343 registered students are not taking the course for credit; instead, as was intended, the class is serving constituents by seeking to answer people's questions about Revelation, to provide pastors and teachers with content they can use in their own ministries and to share good Bible teaching broadly.

## **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.*

### **Integrate student life – Christian Service, 15-hour time, academics, vocation, discipleship**

Progress here has taken several forms.

- 10-hour time (formerly 15-hour time) has been expanded to include a greater variety of things students can do to serve the GBSC campus.
- Jessica Smith, head of our Engage (formerly Christian Service) program, has worked to assist students in finding Engage opportunities that more closely align with their vocational/ministry goals. Juniors, Seniors, and 2nd-semester Sophomores have specifically been targeted in this effort. She also has made the following changes:
  - One-on-one meetings with all Engage students each semester to verify that their ministry training aligns with future career/ministry goals (as much as possible).
  - A greatly expanded list of possible Engage opportunities.
  - An emphasis on encouraging students to start ministries that match their passion for ministry.
  - A planned student survey to gather feedback on ministries and opportunities that students would like to see added to the program.

### **Extend spiritual culture to online students**

Along with the final initiative reported in the Build Bridges category, this initiative was previously reported. But the campus shutdown has helped us provide more discipleship material online. Stephen Smith's Revelation course (see above) is one component. Vice President for Spiritual Life Richard Miles has produced brief video devotionals for nearly every weekday since Spring Break ended; these have been shared broadly with staff and students, and ADEP staff have shared them to online students via Facebook.

## 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.*

### Increase enrollments in all academic areas

Below are college enrollment numbers for the past 3 years.

College	FA17	SP18	FA18	SP19	FA19	SP20
Campus	174	164	177	156	181	172
Online	113	107	121	128	153	187
Graduate	24	16	12	15	14	18
<b>Total</b>	<b>311</b>	<b>287</b>	<b>310</b>	<b>299</b>	<b>348</b>	<b>377</b>

In the college the focus for enrollment growth during the last 9 months has been two-fold:

1. Activities that increase enrollment conversions; and
2. Develop new streams of students.

To accomplish these goals, we have done the following:

1. Improved enrollment systems by creating a CRM for prospects and applicants;
2. Improved systems and processes for accepted students to better communicate key enrollment information to them;
3. Implemented an formal training program for all enrollment employees;
4. Increased the number of start opportunities each year from 2 to 5;
5. Increased the number of marketing initiatives each semester; and
6. Reached out to hundreds of schools, colleges, churches and other organizations to discuss enrollment partnerships.

ACA enrollment for 2017-18 through now are 135, 168 and 195. ACA has revised and emphasized its mission, organized student life around key emphases, promoted service as a school theme and moved to all single-grade classrooms, plus additional specials staffing. Currently there are waiting lists for several grades.

## **Increase completion rates in all academic areas**

ACA rarely has a 12th-grade student not complete requirements to graduate. With enrollment growth, we seek to continue this success.

The graduate program has had 3 commencement years, with 2 graduates. This year we anticipate another MA recipient. As enrollments grow, we will be better able to measure completion rates.

For undergraduate programs, we continue to work on the first step in this process: obtaining the fullest possible picture of undergraduate completion. Historically we have used the so-called “cohort” used by the Department of Education’s IPEDS survey; unfortunately, this approach only measures the graduation rate among students who begin college in a fall semester as full-time, first-time, degree-seeking students. To understand better our reality, GBSC plans to use the [Student Achievement Measure \(SAM\)](#) system, which relies on National Student Clearinghouse data. We have participated in the Clearinghouse for several years, but not yet long enough to have sufficient data for SAM.

In the meantime, we have focused on effective advising and retention. Obviously, completion cannot be achieved without retention, and advising enables completion. Retention rates have been good for several years, an average of 75% for cohorts from Fall 2010 through Fall 2016. The Fall 2016 cohort was retained at 96%.

This initiative will continue to be a focus for Academic Affairs in the future.