

# ONWARD

STRATEGIC PLANNING FOR GBSC

## BUILDING FOR THE FUTURE

**Bridges Beyond Ourselves**

**Capacity And Quality**

**Enrollments And Graduates**

**December 2020 Progress Report**

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 Summer and Fall 2020. As announced in our May 2020 report, 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 this document reports ongoing strategic work in alignment with Onward 2018-2020 initiatives.

Development of a new set of strategic initiatives is underway and will be proposed to the GBSC Board in 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.*

### **Develop partnerships with other institutions**

Multiple additional articulation agreements or transfer commitments have been completed or are in progress currently. Additionally GBSC has joined Acadeum's ABHE consortium, providing an easy structure to partner at the course level with other accredited Bible colleges. Finally, the study-abroad program mentioned below partners with missions organizations.

### **Add ability to execute digital strategies**

Beginning during remote learning in Spring 2020, we completed several new digital initiatives. These included video devotionals for students, Hilltop Piano Institute videos, "virtual choir" videos from both College Choir and the Symphonic Wind and String Ensemble, HillTopics and a livestreamed Homecoming event. Additional work is being completed for the livestream Christmas program.

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

Currently *Revivalist* back issues are not yet being digitized. We are instead scanning other older print material to develop a feasible system for scanning, making text searchable, storing and sharing material. Once developed, the system can be used to digitize *Revivalist* content.

## **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**

The self-study for Council for the Accreditation of Educator Preparation (CAEP) programmatic accreditation was completed in the summer, and we are preparing to host a CAEP site visit team in Spring 2021. Because of our candidacy standing with CAEP, designated programs are currently eligible for Ohio licensure.

### **Enhance residence and common-use areas on campus**

Work in this area continues. Additional campus restrooms have been completely remodeled. Classrooms and hallways were repainted. The dining hall was repainted and redecorated during summer 2020. The chapel was recarpeted. Air conditioning was installed in the gymnasium. Especially in light of gym restrictions with COVID-19, additional recreation equipment has been purchased for student use.

### **Continue a culture that encourages mentorship and discipleship**

Staff, faculty and administrators report high engagement in mentoring/discipling. This includes employee-student discipleship as well as employee-employee mentoring and discipleship. Many employees have similar relationships with alumni.

### **Make sure we are being financially efficient**

God has blessed GBSC with healthy finances through the pandemic challenges. Alumni and employees have given generously to make this possible. GBSC has also worked to use CARES Act funds wisely to support students and operations.

### **Strengthening key academic areas/programs and personnel at all levels**

Currently GBSC provides funding or other support for four employees in doctoral programs and two employees in a master's program. Another employee received funding to complete a professional certification. Numerous employees receive funding to participate in professional organizations or conferences. Additionally, a new BA major is under development especially to serve transfer students. Finally, the Division of Professional Studies is implementing a study-abroad program to allow missions students to live for an extended period in another culture/country while completing multiple courses, not only during a missions internship.

### **Enrich spiritual culture**

Prayer and fasting times are scheduled weekly, with the chapel open for students and employees during those times. Communion services are scheduled as well. With pandemic restrictions affecting churches' ability to hold services, regular Sunday and Wednesday evening services are held on campus, with ministry opportunities for students in their areas of study and calling.

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

For Fall 2020, Engage ministry formation opportunities have been adjusted to allow integration with 10-hour time. This recognizes that some ministries are not allowed to function during the pandemic (e.g., due to hospital requirements).

### **Extend spiritual culture to online students/Enhance student mentoring and expand to online students**

A spiritual-life component has been formally added to the online student experience. This results from collaboration between the Vice President for Spiritual Life and the distance-education program. The Vice President for Spiritual Life has also made time available to mentor and support online students.

## **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**

Currently ACA has waiting lists for multiple grades, with no multiple-grade classrooms. The college Enrollment Department continues to reach new prospective student populations, especially via transfer or articulation agreements.