

# SHAPING OUR FUTURE

December 2021 Progress Report

## Shaping Our Future

Our current strategic focus is on five categories of initiatives.

1. Institutional Growth
2. Constituent Engagement
3. Sustainable Infrastructure
4. Organizational Strength
5. Academic Life

This report summarizes progress on specific initiatives during Summer and Fall 2021. This is the first report for Shaping Our Future, with reports planned for each December and May. Summer/Fall 2021 strategic work focused on twelve initiatives coming from all five goal categories.

## Institutional Growth

*We recognize that we live in "interesting times," a chaotic environment. To prepare for effective future ministry, we will continue to cultivate relationships broadly with likeminded organizations. We will also structure diverse fiscal sources to enable us to respond quickly to future conditions.*

### Develop a Comprehensive Institutional Development Plan

We are in the process of completing this document. We have a rough draft and are working to ensure it both mirrors what we currently do and adds what we intend to do in the future. This initiative is considered ongoing.

### Develop an Operational Endowment

Currently we have reached 90% of our goal. This initiative is considered ongoing.

### Build Sufficient Revenue Streams to Enable Standalone Student Aid

We have a total of 26 rental units at the time of this report. Currently we are using rental funds to complete infrastructure projects and to purchase additional properties. This initiative is ongoing.

### Research Development of a Discipleship-oriented Daycare/Preschool

We believe a daycare/preschool would be a significant benefit to the campus family and to the Academy especially. Research done to date indicates that starting such a program would require additional space as well as a new hire with appropriate training and/or experience who would lead program development. This initiative will be paused for now, pending identification of appropriate space.

## Constituent Engagement

*We are not an isolated organization, but a ministry with a rich history, a broad constituency and a global vision. We recognize that lifelong learning matters now more than ever. We will serve our constituents in meaningful ways not only while they are students, but also as they live out our mission to glorify God and to serve the church, around the corner or around the world.*

### Better Understand Church/Denominational Needs

Several steps have been taken to gain a better understanding of churches' and denominations' needs – what they are looking for in our alumni. We have started the process of administering surveys to alumni employers to ask about specific skill sets. We have also engaged church leaders in conversations. This information will inform program improvement plans. This strategic initiative is considered ongoing.

### Better Connect with Local Churches

On the Academy side, we used the Pastors' Breakfast and Prayer event to connect ACA's new school pastor with students' pastors. Ongoing efforts will focus on this school pastor-to-church pastor relationship to connect area pastors with ACA. Additionally, a ministry team is preparing to hold services for churches during the spring semester.

On the college side, personnel have regularly and intentionally engaged with pastors to develop stronger relationships. This has included numerous personal visits, as well as hosting a pastor appreciation lunch on campus.

## Sustainable Infrastructure

*We are stewards of our history, and that includes our campus. We will systematically care for our facilities. We will also work to modernize our infrastructure for future effectiveness.*

### Complete a System-wide Communications Upgrade

In the summer of 2021 we began to transition our POTS phones over to a modern VOIP system. By the end of September we completed the transition for all employees. We anticipate that we will complete an upgrade to our campuswide radio system in winter 2021.

### Alleviate Immediate Space Pressure in ACA

This fall, classes were moved to different classrooms to accommodate as many students as possible based on per-grade enrollment. Additionally, ACA and the college have collaborated to identify college classrooms that can be shared with ACA or that can be used exclusively by ACA currently, providing some additional space. A longterm solution remains needed; this initiative is ongoing.

### Reevaluate Housing Requirements for Campus Students

In Fall 2021, targeted discussions regarding possible revisions to the Off Campus Residency Policy were held with administrators, staff members and student leaders. Specifically under evaluation were age-related requirements and additional criteria for exceptions. Based on the data gathered, a proposal for an updated Off Campus Residency Policy has been drafted and will be presented to the Administrative Committee for approval by the end of the Fall 2021 semester. Their recommendations will be presented to the Board for final review and approval.

## Organizational Strength

*In addition to our facility resources, we also steward our organizational resources. We will learn new ways to serve our employees meaningfully. We will build on our strengths to prepare for continued holistic organizational health.*

### Work to Develop a Multi-ethnic Presence among Employees

The combination of requirements for employees (training/credentialing in conjunction with statement of faith endorsement) and the limited diversity in our constituency makes this initiative especially challenging. Discussions are ongoing in leadership to identify additional concrete actions. A few advancements have been made.

- A Latina faculty member teaches in both ACA and the college
- An international student serves as a Resident Assistant
- Another international student is a student employee in ACA and has duties that include significant student interaction
- A non-White consultant currently works on a college project
- All job openings will be posted on the ABHE job board for a year to see if this increases applications from faith-statement aligned non-White candidates

### Demonstrate Commitment to Continuous Academic Quality Improvement in ACA

Several new programs have been initiated this semester and will continue in the future.

- An ACA Professional Development Committee is functioning
- The Professional Development Committee is holding monthly events, including using outside speakers as appropriate
- A consultant has been hired to provide regular observation, advice and coaching for various operational aspects
- Placement testing for new students has been implemented, with some tracking to remediate learning gaps
- High-school students are offered improved testing preparation opportunities

## Academic Life

*Our mission calls us to a focus on education. We will enhance our existing educational offerings to maintain and increase quality. We will also follow our timeless mission by developing new learning opportunities that meet present constituent needs and that enable students to serve the 21st-century Church.*

### Enhance Academic Program Review

In Fall 2021 we began using a new schedule of program review. This increases reviews from one each academic year to one each fall and one each spring. Fall 2021's review was the Church and Family Ministry Program, and Spring 2022 will be the General Education Core. Reviews are now coordinated by the Academic Affairs Office.

Additionally, we have hired a course designer to lead improvement of online courses, especially. In Fall 2021 we initiated use of a standard syllabus structure for all online courses, making it easier for students to find information. The course designer attended ABHE's Online Learning conference this fall, as well as Arizona State University's REMOTE conference in the summer.