

Bethel University

Strategic Goals, Objectives, and 2011-2012 Initiatives

Goal 1 – Strengthen Distinctiveness

As a leader in Christ-centered, transformational education, Bethel University will articulate and manifest its mission in distinctive and innovative ways.

Objectives

1. Clearly define the distinctiveness of a Bethel University education by articulating the student experience

2011-2012 Initiative: succinctly describe the core components and experiences of a Bethel education – develop one such statement for CAPS, CAS, GS, and Seminary
Responsible: Dick Crombie (CAPS, GS), Deb Harless (CAS), David Clark (Seminary)
Funding Source: focus

2. Promote personal and spiritual formation throughout the university

2011-2012 Initiative: CAPS/GS: complete the spiritual formation charter and begin implementation
Responsible: Dick Crombie
Funding Source: focus

2011-2012 Initiative: CAS: in light of SAI results, develop a spiritual formation plan for CAS students, including a statement of spiritual outcomes, a curriculum map, and refined assessments
Responsible: Laurel Bunker
Funding Source: focus

3. Highlight the distinctive contribution of the Christian liberal arts to nurturing the life of the mind

2011-2012 Initiative: schedule and conduct at least one “big name” life of the mind event in 2011-2012 and plan for one in 2012-2013
Responsible: Deb Harless
Funding Source: focus / endowment

4. Attract and develop faculty and co-curricular professionals who are recognized in their fields

2011-2012 Initiative: develop a proposal for a summer faculty/student research institute to support faculty scholarship and to advance Bethel's distinctive commitment to collaborative work between faculty and students

Responsible: Deb Harless

Funding Source: focus

2011-2012 Initiative: establish a training program to prepare CAPS/GS faculty for excellence in adult and graduate education

Responsible: Dick Crombie

Funding Source: focus

2011-2012 Initiative: explore an expanded version of the University Professor status that incents positive contributions to Bethel's reputation and rewards high achievers

Responsible: David Clark

Funding Source: focus

5. Focus on preparing students for success beyond graduation

2011-2012 Initiative: implement new career services model for CAS and beyond

Responsible: Edee Schulze

2011-2012 Initiative: identify data to track for each school and implement alumni tracking process

Responsible: Ralph Gustafson with support from ITS

Funding Source: focus

6. Develop a culture of innovation in order to create and implement new program ideas

2011-2012 Initiative: leadership team for each school to identify 2 or 3 top new program ideas for consideration for FY13 and beyond – document using program proposal template

Responsible: Dick Crombie (CAPS/GS), Deb Harless (CAS), David Clark (Seminary)

Funding Source: focus

7. Regularly assess and prioritize programs and activities, balancing mission and effectiveness for the purpose of resource reallocation

2011-2012 Initiative: populate program prioritization rubrics for each school and make recommendations based on the results

Responsible: Dick Crombie (CAPS/GS), Deb Harless (CAS), David Clark (Seminary) – with support from ITS

Funding Source: focus

8. Make Bethel Seminary stand out among the 200+ seminaries in the United States for timely and relevant ministry preparation

2011-2012 Initiative: develop a two-year master's degree platform at Bethel Seminary for ministry practitioners

Responsible: David Clark

Funding Source: focus

9. Significantly raise the profile of business and economics programs

2011-2012 Initiative: organize a task force to conduct a strategic analysis of business and economics education; develop a set of recommendations for Bethel's business and economics programs – scope to include both CAS and CAPS/GS

Responsible: Deb Harless (chair)

Funding Source: focus

10. Expand Bethel's presence in strategic areas such as health sciences through a Physician Assistant program, a Doctor of Nursing Practice program, and a Midwifery program

2011-2012 Initiative: determine the viability of the Doctor of Nursing Practice and Midwifery programs and make a final decision about pursuing them by August 2011

Responsible: Dick Crombie

Funding Source: focus

2011-2012 Initiative: take the steps necessary to prepare for the PA accreditation visit in fall 2012, in preparation for a summer 2013 program launch

Responsible: Dick Crombie

Funding Source: focus

Goal 2 - Extend reach and reputation

Bethel University will increase the availability and reputation of its educational programs, optimizing enrollment and developing necessary relationships and partnerships.

Objectives

1. Achieve defined enrollment targets in all schools by 2015

2011-2012 Initiative: establish five year enrollment and net tuition targets for each school and a business plan to reach them

Responsible: David Clark (Seminary); Dick Crombie (CAPS/GS); Deb Harless (CAS); Dan Nelson (All)

Funding Source: focus

2. Implement the best developmental models and delivery methods for our educational programs, including online/hybrid models, with particular emphasis on seminary and adult education

2011-2012 Initiative: finalize approach to measuring developmental models and delivery methods, and establish annual targets for the next five years for each school (numbers and %) and develop a plan to reach them

Responsible: David Clark / VP/Deans

Funding Source: focus

2011-2012 Initiative: develop recommendation regarding offering online courses for CAS during the traditional academic year (fall/interim/spring)

Responsible: Deb Harless

Funding Source: focus

3. Increase university impact at sites beyond the main St. Paul campus through innovative and sustainable educational offerings

2011-2012 Initiative: complete research on market potential in San Diego for adult programs including CAPS/GS and Seminary and recommend 2-3 areas for market research in 2012-2013

Responsible: David Clark / Sherie Lindvall

Funding Source: reallocation of existing

2011-2012 Initiative: pursue the development of a January-term business program in New York City

Responsible: Deb Harless

Funding Source: focus

4. Enrich connections with key constituencies – alumni, parents, churches, donors, and partner organizations – to help fulfill Bethel’s mission

2011-2012 Initiative: define student referral goals for each key constituency (CAS)

Responsible: Pat Mazorol and Sherie Lindvall

Funding Source: focus

Goal 3 – Commit to Global Engagement and Diversity

Bethel University will emphasize global engagement and increase community diversity in order to prepare students and others for the changing world in which we live and serve.

[Note: For the purposes of this plan, diversity refers to the dimensions of race, gender, ethnicity, age, disability, socio-economic status, and geography.]

Objectives

1. Attract and graduate more students from diverse racial backgrounds

2011-2012 Initiative: identify and partner with three churches of color to recruit a total of 6 students for the fall of 2012 (CAS)

Responsible: Leon Rodrigues / Ralph Gustafson / Dan Nelson / Laurel Bunker

Funding Source: focus and existing scholarship resources

2011-2012 Initiative: identify and cultivate at least five relationships with leaders who attended the May 2011 Community Ministry Leadership awards banquet

Responsible: Leon Rodrigues / Laurel Bunker / Mark Harden

Funding Source: focus

2. Attract and retain faculty, administrators, and staff from diverse racial backgrounds

2011-2012 Initiative: identify best practices and adopt 3-5 of them at Bethel

Responsible: Leon Rodrigues

Funding Source: focus

3. Increase student participation rates in cross-cultural or global engagement experiences

2011-2012 Initiative: develop CAPS/GS- and Seminary-specific global engagement opportunities and establish participation targets

Responsible: Seminary: David Clark; CAPS/GS: Dick Crombie

Funding Source: focus

4. Increase the competence of faculty, staff, and students in racially and culturally diverse settings through biblically rooted, developmentally appropriate instruction

2011-2012 Initiative: define a new paradigm for our approach to antiracism, diversity, and reconciliation; implement a model that is 1) theologically anchored in language that communicates in our tradition, 2) developmentally progressive and educationally sound, 3) sociologically honest, 4) relationally focused, and 5) tied to recruitment and retention of students and employees of color

Responsible: David Clark and Leon Rodrigues

Funding Source: focus

5. Establish a university-wide program that focuses on issues of world responsibility and biblical justice

2011-2012 Initiative: address the 4-14 window: create a conceptual design and corresponding implementation plan that spans all schools to pursue holistic child development and ministry opportunities

Responsible: David Clark

Funding Source: focus

Goal 4 - Strengthen human, financial, and facility resources

Bethel University will strengthen our current and future resources and establish a culture of planning.

Objectives

1. Improve and maintain the elements of the Bethel work environment that lead to high levels of retention and motivation

2011-2012 Initiative: Royal Care Council to review results from Best Christian Workplaces and Chronicle survey instruments and recommend policy modifications and other strategies

Responsible: Rich Sherry

Funding Source: focus

2011-2012 Initiative: analyze the results of workplace surveys through the lens of Bethel's commitment to attract and retain persons of color and make recommendations

Responsible: Leon Rodrigues

Funding Source: focus

2011-2012 Initiative: develop a sustainable employee compensation plan

Responsible: Kathleen Nelson

Funding Source: focus

2. Engage faculty, staff, and trustees in the development of a planning culture

2011-2012 Initiative: continue implementation of the planning calendar

Responsible: Joe LaLuzerne

Funding Source: focus

3. Partner with the Board of Trustees to identify and grow the next generation of major donors and move to a new level of philanthropy

2011-2012 Initiative: implement the Board composition strategy

Responsible: Pat Mazorol / Collin Barr

Funding Source: focus

2011-2012 Initiative: develop strategy and targets for Board of Trustees fund-raising goals

Responsible: Pat Mazorol / John Roise

Funding Source: focus

2011-2012 Initiative: broaden the base of fund donors - increase the number of \$1000 Bethel Fund donors to 325

Responsible: Bruce Anderson

Funding Source: focus

2011-2012 Initiative: implement investment tiers and investor recognition program

Responsible: Pat Mazorol / Tricia Theurer

Funding Source: focus

2011-2012 Initiative: plan two-year integration of student and young alumni stewardship

Responsible: Chad Boysen and Linda Schubring

Funding Source: focus

2011-2012 Initiative: enhance planned giving and Bethel Fund focus

Responsible: Angie Hjelle, Dan Wiersum, and Bruce Anderson

Funding Source: focus

4. Establish a sustainable operational model for Bethel Seminary

2011-2012 Initiative: develop a financial model and key operational metrics for each campus and establish clarity about and ownership of these metrics

Responsible: David Clark / Kathleen Nelson / Joe LaLuzerne

Funding Source: focus

5. Launch a comprehensive campaign that addresses university priorities and builds the endowment

2011-2012 Initiative: align university relations team and development officer assignments for efficiency and focus on university partnerships

Responsible: Pat Mazorol

Funding Source: focus

2010-2011 Initiative: plan the next comprehensive campaign - establish priorities that align with the campus master plan

Responsible: Pat Mazorol / Bruce Anderson

Funding Source: focus

6. Enhance academic and co-curricular programs and opportunities through the aggressive pursuit of external grants

2011-2012 Initiative: apply for \$1,000,000 and secure \$350,000 in grants for CAS

Responsible: Deb Harless

Funding Source: focus

7. Pursue funding for near-term capital priorities including a fitness center, campus welcome center, seminary accessibility projects, equipment for laboratories and classrooms, and the Bethel Seminary San Diego expansion project

2011-2012 Initiative: complete the \$7 million mini-campaign centered around the fitness center

Responsible: Pat Mazorol / Bruce Anderson

Funding Source: focus

2011-2012 Initiative: bring closure to the BSSD expansion project

Responsible: Jay Barnes / Board of Trustees

Funding Source: focus

8. Complete a campus master plan to confirm long-term capital priorities such as a sciences building, a new on-campus residence hall, the build-out of the Sports and Recreation Center, additional classroom space, and refurbishment or replacement of residence halls

2011-2012 Initiative: complete a campus master plan

Responsible: Joe LaLuzerne

Funding Source: reallocation of existing