

Bethel University
Strategic Goals, Objectives, and 2012-2013 Initiatives
(7 Priority Objectives in Bold)

Updated: November 2, 2012

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 articulate the distinctiveness of a Bethel University education in a way that keeps us anchored to our mission and distinguishes us within a crowded higher education marketplace**
 - We will revisit and revise the Bethel brand through the Branding Project.
 - We will challenge each educational unit to articulate its identity from the perspective of the student experience. This is an opportunity to interpret and reimagine Edgren’s original vision for enrolling the right students and befriending them while they are here, all with an eye toward who they are becoming and where they will go.
 - We will be known in all of our schools for our commitment to equip people to lead and serve in the name of Christ.

2012-2013 Initiative: complete the branding initiative, and implement first steps
Responsible: Sherie Lindvall

2012-2013 Initiative: succinctly describe the core components and experiences of a Bethel education – develop one such statement for CAPS, CAS, GS, and Seminary
Responsible: Deb Harless (CAS); Dick Crombie (CAPS / GS); David Clark (Sem)

2012-2013 Initiative: assess current curricular and co-curricular leadership development components for their contribution to an integrated whole, their rigor, their developmental appropriateness, and their outcomes; articulate a cohesive vision for excellence in CAS leadership development and identify outcomes for curricular and co-curricular leadership development components
Responsible: Edee Schulze (CAS)

2. Promote personal and spiritual formation throughout the university

2012-2013 Initiative: CAS: in light of REVEAL survey results, complete 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
4. Attract and develop faculty and co-curricular professionals who are recognized in their fields

2012-2013 Initiative: strengthen our summer research and scholarship opportunities through establishing the Office of Undergraduate Research and Scholarship in the Academic Affairs Office (CAS); increase visibility and pursue increased funding

Responsible: Deb Harless

5. Focus on preparing students for success beyond graduation

2012-2013 Initiative: devise a plan to implement next level advancements in Career Development and Calling for 1) educating the Bethel community about calling and purpose, and 2) enhancing relationships with alumni, academic departments, and employers.

Responsible: Edee Schulze

6. Develop a culture of innovation in order to create and implement new program ideas
7. Regularly assess and prioritize programs and activities, balancing mission and effectiveness for the purpose of resource reallocation

2012-2013 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. Position and resource Bethel Seminary for successful service to the work of the church in the 21st century and beyond.**

- Bethel seminary has a deep, historic commitment to serving the church and potential for continued Kingdom impact.
- God has chosen to do his primary work in the world through the church.
- The Seminary Trustee Task Force has identified what it will take to position and resource Bethel Seminary to educate seminary students for ministry who are equipped to lead and serve in the name of Christ.

2012-2013 Initiative: expand our seminary partnership program to a more broad and strategic level that includes ongoing dialog to inform Bethel Seminary of relevant trends and needs of the church, and vice-versa

Responsible: TBD based on Seminary Task Force follow-up

2012-2013 Initiative: investigate and make a final recommendation on whether and how to offer a seminary degree (including a specific recommendation re: the MDiv degree) in partnership with CAS, CAPS, or GS (and eventually other CCCU schools)

Responsible: VP/Dean – Seminary (David Clark)

2012-2013 Initiative: finalize recommendation regarding the seminary financial model, and take necessary steps toward implementation – including necessary recommendations regarding the operating model and enrollment size

Responsible: TBD based on Seminary Task Force follow-up

9. Significantly raise the profile of our Business and Economics programs

- As one of the first evangelical universities with a business program, we have built a foundation for growth over three decades. In the last decade especially, we have experienced significant increases in enrollment and faculty expertise.
- At the undergraduate and graduate levels, our programs have reached a tipping point where investment can lead to increased enrollment capacity and program quality.
- These programs have the most long-term potential to graduate students who have the financial capacity to support Bethel's future development. At present, they are also among our most economical to run.
- The business world is crying out for leaders who are ethically grounded, know how to lead, and act with integrity.
- Bethel is already equipping students to lead and serve in the name of Christ and it is important to our future success as a university to build these programs to the next level of visibility and influence.

2012-2013 Initiative: complete the strategic analysis of Bethel's business and economics programs, including a 3-year plan to raise the profile of our business and economics programs – scope to include both CAS and CAPS/GS

Responsible: Deb Harless (CAS); Dick Crombie (CAPS/GS)

2012-2013 Initiative: establish a new model for partnering with area employers, and establish a relationship with at least one key Twin Cities-based employer based on this model (notion is to get well-positioned in terms of internships, student recruiting, and job opportunities, especially for our business students/grads; model to include both how to engage with employers and internal coordination and support)

Responsible: Pat Mazorol

2012-2013 Initiative: develop a stronger relationship with our top-level business alumni – help them become a more cohesive and involved group; launch to include 2-3 events and the establishment of an alumni advisory group; ensure coordination of efforts

Responsible: Pat Mazorol

10. Upgrade facilities and support for the Natural and Health Sciences to match the excellence of our faculty and programs.

- Development of the Larson Family Nursing Education Center and the launch of the MS in Physician Assistant studies signal important advances in the health sciences.
- The natural sciences are among our strongest programs and achieve remarkable results with facilities that hinder rather than support academic excellence.
- Our decision to pursue National Science Foundation grants is just beginning to bear results in terms of research support and reputation; expanded facilities will/would make possible more faculty-student partnerships in science research.
- In these key arenas of our culture – researchers, educators, practitioners, and compassionate caregivers – equipping students to lead and serve in the name of Christ is vital to our calling and strength as a university.

2012-2013 Initiative: finalize and pursue implementation of a transitional science space plan (including a statement of enrollment capacity assumptions), making adjustments for the impact of the timeline for the construction of the Wellness Center

Responsible: Deb Harless (with Tom Trainor and Kathleen Nelson)

11. Achieve excellence both on and off the field for every sport in which we compete in intercollegiate Athletics

- In the lives of our students: Participation in athletics is has a high correlation with positive character formation, leadership development, and liberal arts skill development.
- In our ability to attract students: Programs in athletics have the potential to expand our recruiting radius.
- In our visibility and credibility: Success in athletics increases our visibility as a university and is tied to the public perception of our institutional quality.

- What we must do: Our current facilities inhibit recruiting, and lead to lower student morale and performance as we balance practice time with academic commitments, and general student recreational opportunities.
- Increasing our commitment to excellence in athletics is an increase in our commitment to equip people to lead and serve in the name of Christ.

2012-2013 Initiative: develop recommendations for athletic camps (including market-informed analysis regarding which sports to pursue, and solutions for oversight/management, logistics, liabilities, investments, and outcomes)

Responsible: Edee Schulze

2012-2013 Initiative: conduct feasibility study and make a recommendation for launching lacrosse as a varsity sport for men and women, including hiring timeline, student athlete recruitment plan, field and locker room resources, and related funding

Responsible: Edee Schulze

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

2012-2013 Initiative: improve retention in CAS by implementation of an early alert system, designed to identify early in the term those students at risk and connecting them with appropriate resources

Responsible: Dan Nelson

2012-2013 Initiative: conduct feasibility analysis for three year graduation plans for specific majors with Divisional Affairs Committees.

Responsible: Deb Harless

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

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

2012-2013 Initiative: complete research on market potential in Twin Cities metro area for adult programs in CAPS/GS including recommendations for future program and site development

Responsible: Sherie Lindvall

Funding Source: reallocation of existing

2012-2013 Initiative: identify next site for CAPS/GS in the Twin Cities metro area, including site-specific programming and staffing

Responsible: Kathleen Nelson (facilities), Dick Crombie (programming and staffing)

Funding Source: reallocation of existing; new

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

2012-13 Initiative: Research various programs for more strategically connecting Bethel to key constituency groups, and develop recommendations for laying the groundwork at Bethel.

Responsible: Ralph Gustafson, in alignment with the work of the Office of Career Development and Calling

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

2012-2013 Initiative: complete the “Pastors Choice” scholarship program by enrolling up to 6 exemplary students of color from three partner churches in CAS for fall 2013

Responsible: Dan Nelson

Funding Source: focus and existing scholarship resources

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

2012-2013 Initiative: study practices at other institutions, test them for Bethel fit, and make recommendations for adopting 3-5 of them

Responsible: Leon Rodrigues

Funding Source: focus

3. **Expand our graduates' view of the world through increased diversity and opportunities for global and experiential learning**

- The world in which our graduates will lead and serve in the name of Christ will be significantly more interconnected and diverse racially, culturally, and theologically.
- Our evidence shows us that when students encounter people whose life experience is radically different from their own, some of the most formative experiences and powerful learning opportunities occur.
- As people committed to being part of what God is doing globally and locally, our students must experience the global church and the global marketplace.
- Learning to engage and value people of other races and cultures is a life skill and a biblical mandate foundational to our commitment to equip people to lead and serve in the name of Christ.

2012-2013 Initiative: complete the diversity mapping and diversity master plan projects

Responsible: Leon Rodrigues

2012-2013 Initiative: incorporate intercultural and global engagement elements into every program in CAPS/GS, including curriculum components

Responsible: Dick Crombie

2012-2013 Initiative: complete an assessment of current missions offerings, recommend adjustments and/or additional offerings (includes taking a look at the Orebro seminary opportunity)

Responsible: Laurel Bunker

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

2012-2013 Initiative: develop a plan for (1) further engaging the Bethel community in the new thinking around reconciliation, (2) inviting the Bethel community to imagine ways to implement the new thinking in their various areas, and (3) determining the elements that should be measured as part of a Diversity Dashboard.

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

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

2012-2013 Initiative: continue development and implementation of sustainable employee compensation and performance management plans

Responsible: Kathleen Nelson

Funding Source: focus

2. Engage faculty, staff, and trustees in the development of a planning culture
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
4. Establish a sustainable operational model for Bethel Seminary

For FY2012-13, this objective is being pursued through the implementation of the recommendations of the Seminary Trustee Task Force.

5. **Significantly and rapidly increase our fundraising capacity as a means of resourcing our strategic priorities**
 - As an institution we have demonstrated commitment to these priorities. We have tightened our belts, made tough choices, increased our accountability, and become more transparent in our financial management.

- In our planning processes, we have focused on essentials and necessities. The facilities and program items identified through our strategic planning process and our campus master planning process are not luxuries; they are necessities if we are to be an educationally excellent, globally engaged university that equips its graduates to make exceptional contributions in their life-long service to God and the world.
- We will invest in our development team to achieve new levels of fundraising success and align our development organization with the rest of the university and with the priorities of this plan.
- We will significantly grow the assets of the Bethel University Foundation and increase its visibility and reputation as a trustworthy and effective organization in which to invest.
- As a community, we are developing the team we must have to move forward. With a strong and effective board, a committed leadership team, gifted faculty and staff, and a host of prayer warriors, Bethel University is poised to step up in its ability to equip people to lead and serve in the name of Christ.

2012-2013 Initiative: develop a board advisory committee, including top-level business leaders

Responsible: Pat Mazorol

2012-2013 Initiative: develop a fundraising plan for the \$50 million phase 2 comprehensive campaign and obtain board approval

Responsible: Pat Mazorol

2012-2013 Initiative: design the development team for 2021 and implement first steps

Responsible: Pat Mazorol

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