

Grace College and Seminary Strategic Plan for 2012-2013 to 2016-2017

Final Draft

01/06/13

MISSION, VISION, AND VALUES

Mission:

Grace is an evangelical Christian community of higher education which applies biblical values in strengthening character, sharpening competence, and preparing for service.

Vision Statement:

Grace will be an exceptional learning community that transforms people to live their lives for God and others.

Core Values: The Grace community embraces these interactive values, which, by working together, are essential for doing good in our world.

- A relationship with the God of Scripture is foundational to all of life.
- Exceptional learning experiences drive all educational programs.
- Nurturing the transformation of life is deeply integrated in all institutional life.
- Appreciating and valuing others as God does characterizes all relationships.
- Doing good for others is the intended outcome of institutional life and service.
- Managing institutional and constituents' resources in a disciplined and biblical way is essential to institutional life.

STRATEGIC PLAN

Understanding that Grace's primary purpose is to educate and transform students, the following goals are all thought to contribute toward that end:

GOAL 1: Value, sustain, and grow the **people groups** that help the institution achieve its mission.

- 1.1 Recruit, support, and retain employees in the right positions, who contribute to the innovation of the institution, effectively negotiate institutional change, improve the institution through their talent and character, reflect and value diversity in the workforce, and view Grace as an employer of choice in light of the institutional mission. (Carrie)

Recruit and hire.

1.1.1 Establish a recruiting, interview, and hiring process in which hiring managers are trained to identify characteristics desired in new employees (e.g., those related to innovation, change, talent, character, and diversity).

1.1.1.1 Create employee and faculty application and reference form questions that target the alignment between the prospective employee and the institution's mission and desire for innovation, change, talent, and diversity.

1.1.2 Design, implement, and communicate a standard, streamlined approval, posting, and advertising process for unfilled employee positions that includes establishing a hiring timeline with the hiring manager.

Support

1.1.3 Design and implement a professional development program for all employees to include (a) campus-wide training related to spiritual growth and development, application of the mission, team building, and customer service, (b) cross-training or position-specific training, and (c) mentoring employees based on their status, longevity, position, and career aspirations at the institution.

1.1.4 Identify employees who through performance show desire, competencies, and skills for advancement. Establish development plans to support them in reaching their desired goals.

Retention, engagement, and morale

1.1.5 Establish formal and informal processes that inspire broad-based employee input, ownership and feedback on opportunities to encourage excellence, continuous improvement and innovation and strengthen employee engagement and satisfaction to create an environment that supports partnerships and collaboration.

1.1.6 Appoint a task force comprised of staff, faculty, and administrators to establish a philosophy for the reflection and value of diversity in the context of this institution.

1.1.7 Update and implement a performance evaluation system in which employees' contributions are individually recognized, talents are developed, ideas for change and innovation are encouraged, and in which the fit between employees and their positions is strengthened in the context of their work environment.

1.1.8 Annually review HR policies, with a focus not only on legal issues, but also encouragement of employee contribution to campus goals.

1.1.9 Assess the feasibility of a campus-wide merit pay evaluation system for staff and faculty.

- 1.2 Plan for future staffing and employment development needs to achieve a smooth transition during times of institutional and environmental change. (Steve)
 - 1.2.1 Identify key business initiatives, plans, and actions that may have significant impact on required capabilities, staffing levels, or both.
 - 1.2.1.1 Develop a plan with an identified budget to address the needs.
 - 1.2.2 Determine where Grace has employee retention risks including identification of potential turnover or retirement in the next 5 years.
 - 1.2.2.1 Determine whether positions associated with identified retention risks require replacement, elimination, or redistribution of responsibilities. For turnover of staff, determine how to influence those risks through staff development, mentoring, or counseling. Develop effective development and mentoring plans to address the identified risks.
 - 1.2.3 Develop budget strategies to support staffing needs that occur through business initiative, growth, turnover or retirement.
- 1.3 Increase the recruitment, enrollment, retention, and graduation rates of a student body that is increasingly more diverse, of comparable academic quality to Grace's peer institutions, and whose character and talent improve the institution. (Cindy)
 - 1.3.1 Evaluate admissions policies, procedures, and processes to determine what new recruiting procedures and/or policies are needed to enroll a more diverse student body of high academic quality fitting our mission.
 - 1.3.1.1 Completely review admission and application documents to determine if the questions asked and information requested are the best for determining if applicants reflect and value diversity and possess the character and talent needed to improve the institution.
 - 1.3.1.2 Determine the effectiveness of current admissions processes (i.e., contact flow, applicant review, phone calls, campus visits, etc.) for identifying applicants' character, talent, and leadership and use the analysis to make any necessary modifications.
 - 1.3.2 Identify new, target, prospective student markets in all programs that will grow diversity and leadership in our student population while maintaining a strong academic profile in our student population.
 - 1.3.3 Initiate and cultivate relationships with organizations that serve diverse populations in order to support and provide the higher educational needs of their constituents.

- 1.3.4 Re-evaluate current programs designed to attract quality students (i.e., Presidential Scholarship Competition, Millennial Scholar Academy, Merit Scholarships, etc.) to determine whether changes are needed to more effectively attract students of talent, character, and academic quality.
- 1.3.5 Implement an evaluation process to measure how enrolled students' talent improves the institution from matriculation to graduation.
- 1.3.6 Create and/or discover new student educational programs designed to retain enrolled, diverse students and to increase graduation rates for all programs.
- 1.3.7 Investigate best practices related to retention of diverse students, student leaders, and students of academic quality with the desired talent characteristics to determine whether additional student support services might improve their retention and graduation rates.

GOAL 2: Ensure financial growth to invest in quality academic programming and campus facilities and achieve its strategic goals.

- 2.1 Identify, vet, pursue, and generate new and varied revenue streams that enhance or extend the institution's mission, strengthen the institution's financial condition, and reduce reliance on student tuition. (Bill)
 - 2.1.1. Establish appropriate benchmarks for revenue in program and administrative areas from within higher education to determine appropriate target revenue for a financially healthy Grace College.
 - 2.1.1.1 Evaluate benchmarks against CCCU schools and/or other peer institutions that include a mix of revenue streams (e.g., tuition, gift income, grants, auxiliary), particularly those that are known for innovation and success with new revenue streams.
 - 2.1.2. Develop a process and infrastructure to promote a culture and pursuit of innovation and increased external engagement for idea exploration.
 - 2.1.2.1 Establish a policy by which net revenue of current new programs is used for current operations, endowment, and innovation.
 - 2.1.2.2 Generate an Innovation Fund of at least \$500,000 to underwrite exploration and implementation of future new opportunities.
 - 2.1.3 Establish a School of Adult and Community Education (SACE) Advisory Council (membership from the School of Adult and Community Education, Online Education, and key regional leaders) that has ongoing capability of evaluating needs and opportunities (e.g., workshops, certificates, and degree programs) and making vetted recommendations that provide net revenue to the campus.

- 2.1.4. By June 2014, evaluate income streams associated with the institution's hard assets to:
 - 2.1.4.1. Evaluate the potential liquidation of non-income producing assets to repay the endowment.
 - 2.1.4.2. Establish a policy by which revenue from the liquidation of non-income producing assets is used to generate further non-traditional start-up revenue.
 - 2.1.4.3. Explore potential business partnerships that can best utilize Grace's non-income producing fixed assets.
- 2.1.5 By December 2013, develop a comprehensive charter school authorization strategic plan to extend Grace's mission and encourage a K-16 educational model that increases net revenue streams and increases recruitment of Grace students.
- 2.1.6 Aggressively develop a strategic plan for the non-profit Grace Community Education, Inc. to serve as the engine for innovation, including exploration of for-profit entities.
- 2.1.7 Identify for-profit business opportunities through which Grace might be the beneficiary.
- 2.2 Establish a budget building and monitoring process that has shared ownership across the senior management team. (Steve)
 - 2.2.1 Revise and expand the budget processes to insure that effective monthly budget management produces predictable and desirable year-end results.
 - 2.2.2 Establish a process for determining and communicating the organizational priorities and financial guidelines that govern the construction of the annual budget and that engage the various constituencies of the institution.
 - 2.2.2.1 Articulate how these guidelines and priorities will be applied to budget allocation and reallocation decisions.
 - 2.2.3 Develop an annual budget calendar that includes the major stages and deadlines, the personnel involved, their roles and responsibilities, and the deliverables associated with each stage.
 - 2.2.4 Formalize the role of budget manager by determining the duties associated with the role, defining the outcomes for which they are responsible, and describing the tools at their disposal.

- 2.2.5 Allocate resources for the development of church, college, business and high school relationships to identify key individuals who endorse Grace College and Seminary education.
- 2.2.6 Develop a cost analysis system to permit an in-depth cost accounting of all non-academic areas on a rotating three year basis.
 - 2.2.6.1 Develop “dashboards” for monthly or semi-annual evaluation as a part of the new monthly budget/financial reviews.
- 2.3 Pursue and implement a plan to enhance funding for operations, facilities, endowments, scholarships, and academic programs. (Advancement Office)
 - 2.3.1 Develop a comprehensive campaign strategy that includes operations, facilities, endowment, scholarships, and academic programs while maintaining engagement in the other critical facility issues.
 - 2.3.1.1 Identify outside consultants to conduct a feasibility study and other critical campaign services such as an advancement/alumni assessment and a campus readiness for a campaign.
 - 2.3.1.2 Implement the feasibility study findings.
 - 2.3.1.3 Implement the advancement assessment findings.
 - 2.3.2 Develop strategy for ongoing education of all constituency groups regarding the endowment development strategies.
 - 2.3.3 Develop and implement a comprehensive alumni relations strategic plan for endowment growth that fully engages the talents, relationships, and resources of Grace’s alumni to expand goodwill, recruitment, and giving, and increases their engagement with the current student population.
 - 2.3.4 Expand endowed student scholarships to increase financial aid.
 - 2.3.4.1 Develop a clear articulation and tracking of endowment funds raised for student scholarships.
 - 2.3.5 Develop and pursue strategies to fund endowed chairs and programs.
 - 2.3.6 Develop and pursue naming opportunities for all new facilities.
 - 2.3.7 Secure an endowed maintenance fund for all new facilities.
- 2.4 Determine the financial priorities, systemic and process improvements, and institutional changes that lead to noteworthy affordability of a Grace education. (Tom)

- 2.4.1 Review and measure non-academic/operational areas from a cost-benefit/productivity/quality/sustainability standpoint.
- 2.4.2 Implement a system to maximize net revenue and quality based on the review and measurement
- 2.5 Establish enrollment goals by school for the next five years to ensure financial growth and to right-size the organization.

GOAL 3: Creatively address the institution's **facilities**, prioritizing the institution's mission and emerging student and academic needs.

- 3.1 Evaluate and prioritize the institution's athletic, student social and living space, employee workspace, and academic facility needs. (Tom)
 - 3.1.1 Develop a procedure to evaluate and prioritize all space utilization, including input from faculty and students, and physical plant and student life personnel.
 - 3.1.1.1 Evaluate the utilization of existing spaces for potential common areas to promote more community life.
 - 3.1.2 Utilize the metrics developed by Sodexo and Aramark, from competing institutions, to set benchmark standards for academic and non-academic spaces in existing buildings and in new construction.
 - 3.1.3 Increase the resources devoted to deferred maintenance as a percentage of maintenance expenditures based on metrics.
 - 3.1.4 Project traditional undergraduate student enrollment, based on growth and no-growth scenarios, to determine optimum efficiency ratio.
 - 3.1.5 Determine the standard and necessary criteria against which to evaluate and secure facilities at all new locations.
- 3.2 Determine and evaluate the intersection of student expectations with the institution's existing facilities to establish priorities in budgeting and campus improvements. (Jim)
 - 3.2.1 Utilize existing student assessment data and benchmarks to determine the highest student priorities and gaps between expectations and satisfaction.
 - 3.2.2 Determine a process for assessing the expectations of prospective students and families.
 - 3.2.3 Conduct a space utilization assessment to determine the potential for re-purposing or expanding spaces to meet student and academic needs.

GOAL 4: Pursue **innovative partnerships** and promote constituency relationships with those whose affinity with Grace enhance and extend its mission.

- 4.1 Establish partnerships and collaborative efforts with previously underutilized constituents to strengthen the institution’s mission and the academic, financial, and student service elements of the campus. (Advancement Office)
 - 4.1.1 Establish institutional mechanisms for implementation of partnerships and collaborations.
 - 4.1.2 Develop and implement a comprehensive strategy that engages constituency groups such as alumni, parents, and business leaders to more fully engage their talents, relationships, and resources.
 - 4.1.3 Evaluate, recommend, and seek approval to create strategic advisory groups in geographic regions where Grace seeks to extend its presence and programs.
- 4.2 Develop a process to envision, evaluate, and pursue innovative opportunities with the community that simultaneously promote and strengthen the institution’s academic opportunities and the community’s educational and business needs. (Ron)
 - 4.2.1 Determine membership of a committee comprised of campus and community experts to establish criteria for evaluating and pursuing innovative community relationships to achieve economies of scale when possible, advance the institutional mission, increase net revenue, and/or promote goodwill. Criteria would include, but not be limited to:
 - 1. Financial plans.
 - 2. Fit with mission.
 - 3. Communication plan to constituencies regarding implementation.
 - 4. Continuous evaluation of outcomes.
 - 5. An exit strategy for non-performing areas prior to entering into partnership.
 - 4.2.2 Engage in broad, continuous environmental scanning related to emerging opportunities that interface technology and education and to identify best practices in collaborations.
 - 4.2.3 Recommend institutional strategies to accomplish initiatives for the good of the region and expansion of the campus’ mission, revenue, and student population.

GOAL 5: Define Grace College and Seminary clearly so the campus “lives the mission” and consistently communicates its **brand** to all the institution’s constituents.

- 5.1 Articulate the role of the institution's core mission, vision, and values in the institution's brand. (Ron)
 - 5.1.1 Develop a strategy for initially deepening understanding and integration of the institution's mission-vision-core values in general and the institution's six core values in particular across all categories of institutional employees and constituents.
 - 5.1.1.1 Complete an initial strategy for a deepening understanding and integration of six core values among employees.
 - 5.1.1.2 Identify a branding organization and implement the branding identification process.
 - 5.1.1.3 Complete, approve, and recommend to the Board of Trustees an institutional brand that is driven by the six core values and resonates powerfully across the range of institutional constituents.
 - 5.1.1.4 Develop a strategy for spreading a deepening awareness the brand and its supporting six core values among constituents.
- 5.2 Determine the material impact that university status would have on the institution. (Ron)
 - 5.2.1 Appoint a task force to evaluate and report whether to recommend moving to university status, including consideration of the mission, vision, core values, and strategic fit; value added and/or lost by the change; strengths and challenges of the recommendation; and other such matters of material institutional and constituency consequence.
 - 5.2.2 Senior administration will evaluate and recommend to the president the next steps to the Board.
 - 5.2.3 The Board of Trustees will evaluate the report and, if appropriate, send a recommendation back to president for action step 5.3.4.
 - 5.2.4 Appoint a task force to identify the cost, create a schedule of implementation, and identify the marketing strategy to move to university status and to report same to senior administration.
 - 5.2.5 If appropriate, the president will seek board approval to move to university status.
 - 5.2.6 If appropriate, the cost and implementation of moving to university status are rationalized and implementation begins.

- 5.2.7 Initiate early and mid-range assessment and necessary adjustments needed that result from “college” to “university” change.
- 5.3 Identify and communicate through a comprehensive, broad-based marketing plan the institution’s Christ-centered niche and enhance the institution’s value propositions. (Tom)
 - 5.3.1 Determine strategy for identifying the institution’s brand with clarity and power.
 - 5.3.2 Draft a proposal from BP, 30 days following brand development and university status decision, outlining a revision in the market communication plans that reflects Grace’s core values, focuses on the brand, and includes the decision university status.
 - 5.3.3 Implement a branding assessment strategy.
- 5.4 Plan activities and communication that unite the campus’ constituencies and heighten the achievement of campus goals. (Tom)
 - 5.4.1 Implement a communications strategy that strategically addresses the mission and the way staff, students and constituency can and do support it. Some specific targets, but not limited to:
 - 1. Alumni
 - 2. Current and future students
 - 3. Community
 - 4. Staff and faculty

GOAL 6: Infuse in all **academic and student life programming** the aspects of the institution’s mission, vision, values that provide a distinctive Christ-centered, student-oriented collegiate experience.

- 6.1 Review existing academic programs and educational opportunities regarding ongoing viability, strength, enrollment patterns, learning quality, and financial strength in order to ensure the value propositions of each program. (Bill)
 - 6.1.1 Research, organize, and develop effective benchmarks, rubrics, or definitions to measure the viability, strength, enrollment patterns, learning quality, and financial strength. Criteria will measure and reflect current accreditation, licensing, and national best practices. Measurements will be both quantitative and qualitative in nature including input from external constituents.
 - 6.1.2 Gather, replicate, and update the data obtained in the Ad Hoc Strategic Planning Committee Final Report dated December 17, 2007 from the Office of Information Technology (OIT) and Business Office and integrate this with the Curriculum Vision Task Force - Final Report (2010-2011), which references

government and academic data projections for occupation outlook and entering student career interest.

6.1.2.1 The report should reflect an actual scholarship distribution per student in contrast to an institutional average.

6.1.3 Educate, establish, and use an effective, streamlined template of the data report collected in Action Step 6.1 in order for academic department heads to evaluate and interpret.

6.1.3.1 Academic Departments will review and create an effective analysis of the data report obtained in Action Step 6.1.2 based on strengths, weaknesses, opportunities, and threats (SWOT) of their respective programs.

6.3.3.2 Implement Action Steps 6.1 and 6.3 on an every other year basis.

6.1.4 Refine the process for evaluating the additions, alterations, or deletions of academic programs.

6.1.5 Evaluate the strength and academic quality of specific majors. (Academic quality of majors could be assessed using the GPA in Major courses, the results from the 5 Column Assessments, a relevant standardized test of content knowledge, a Senior Exit Exam, etc.)

6.1.6 Study the capacity of all majors at Grace College and Seminary with a view toward determining maximum enrollments where additional costs become prohibitive (such as adding a building or adding a professor).

6.2 Identify, evaluate, and implement innovative academic programming and educational opportunities that are consistent with the institution's mission, and (a) reach additional students, (b) provide learning experiences that enhance work-readiness, (c) increase the institution's net revenue streams. (Bill)

6.2.1 Establish institutional criteria for identifying, evaluating, implementing, and determining financial viability and funding of innovative academic programming and educational opportunities.

6.2.2 Establish a committee of faculty, staff, and administrators to identify, evaluate, and recommend innovative opportunities utilizing the criteria established in 6.1.1 and reviewing of the recommendations from the Curriculum Vision Task Force.

6.2.3 Determine and implement the necessary changes to summer programming that would allow for expansion of summer camps to reach additional students.

- 6.3 Review existing student development programs regarding life-transformation, quality and financial efficiency of organization and operation, and ongoing necessity in terms of the institution's overall purpose and resources, and level of quality of student participation and engagement. (Jim)
 - 6.3.1 Conduct environmental (external) scanning of student development needs and whether structured programming is focused on emerging and urgent needs.
 - 6.3.2 Design educational programs that promote innovation and creativity for today's learners.
 - 6.3.3 Student Affairs departments and programs will review and create an effective analysis of each department based on strengths, weaknesses opportunities and threats.
- 6.4 Develop a comprehensive plan to evaluate, prioritize and implement the Lancer task force recommendations.
- 6.5 Articulate and implement a residential campus philosophy that is community-oriented and financially realistic. (Jim)
 - 6.5.1 Establish a residential policy in light of mission, vision, values and that provides some flexibility in response to enrollment trends.
 - 6.5.2 Review peer institutions for housing policies, rules, and pricing models to determine financial models for varied room and board costs
 - 6.5.3 Conduct an audit of rental options in the Winona Lake/Warsaw area to determine the availability of housing options outside of Grace.
 - 6.5.4 Evaluate, select, and implement assessment models for measuring social development, life/career readiness, and employability as related to a residential campus philosophy (e.g., GPA, retention and graduation rates, senior surveys, focus groups, and alumni surveys).