Strategic Plan

Barclay College

“Arise, shine; for your light has come,
And the glory of the Lord has risen upon you.
For behold, darkness will cover the earth
   And deep darkness the peoples;
   But the Lord will rise upon you
   And His glory will appear upon you.
   Nations will come to your light,
   And kings to the brightness of your rising.”

Isaiah 60: 1 - 3
Introduction

The Strategic Plan for Barclay College is the result of the shared vision of the Barclay College family. It represents the collective hopes, dreams, and goals of the Board of Trustees, administration, faculty, students, alumni, and constituency. The process to arrive at the new Strategic Plan spanned 12 months and involved the use of numerous venues for input from committees to open public forums. The collective discussions, conversations, and thoughts of those stakeholders have produced a vision that will drive the institution into a bright and promising future.

The final draft was completed in November 2015 and was distributed to the community for feedback. The ongoing development and refining of the strategic planning for Barclay College will be a continual effort. As such, it becomes a living document that will guide the College as it seeks to fulfill its mission and establish its place in the greater academic and faith communities it serves.

It is with great appreciation and sincere gratitude to the many individuals that contributed to this work that we say a hearty and sincere thanks. May we never lose sight of our mission to inspire, "...effective Christian life, service, and leadership."

Royce Frazier, President
November 1, 2015

-------------------------------------------------------------

Mission Statement

*The mission of Barclay College is to prepare students in a Bible-Centered environment for effective Christian life, service, and leadership.*
Strategic Plan Objectives

Barclay College is called to be the premier ministry training institution in higher education for the evangelical, orthodox Friends denomination. Throughout its history the college has provided for leadership in the Friends denomination and beyond. Of the six evangelical Friends based institutions in the United States, Barclay College is 1% of that student body. However, 30% of the churches in those regions have a Barclay College alumnus serving on their staff (HLC Self-Study, 2013).

Since its founding in 1917, Barclay College has sought to produce graduates who are both scholars and practitioners of their profession and their faith. The integration of a relevant Christian faith informs daily living and guides professional diligence. Barclay College is blessed with a distinctive ethos that equips and empowers it to serve the needs of the church, society, and the global community. It is time for Barclay College to assume its place as a truly global ministry training institution that inspires the best in scholarship, learning, and vision from the evangelical, orthodox Friends community.

Barclay College has been on a momentous journey over the past decade that has seen it grow as an academic institution through the addition of expanded programing and exemplary faculty and staff. The relationships that have been developed have introduced new possibilities and new opportunities. It is critical that the college be positioned to seize upon the challenges that will be presented in the upcoming century.

To sustain these efforts the following six objectives will be used to guide the Strategic Plan.

1. Enrollment and Retention
2. Academics
3. Student Services
4. Physical Campus Plan and Technology
5. Financial Stability
6. Alumni

"It is time for Barclay College to assume its place as a truly global ministry training institution that inspires the best in scholarship, learning, and vision from the evangelical, orthodox Friends community."
Objective 1 | Enrollment and Retention

**Area of the college:** Admissions and academics

**Rationale:** In order to fulfill the mission of Barclay College and to maintain financial health, stakeholders must recruit, enroll, and retain a growing number of undergraduate and graduate students (both resident and distance education) who aspire to the lofty challenge of a purposeful life.

**Strategies for reaching this goal:**

1. Identify and enact effective recruiting strategies, particularly those that engage local schools and Barclay College connected churches and organizations, involve individual visits with potential students, and encourage on-going contact with applicants.

2. Identify and reinforce key factors in students’ decision to enroll and remain at Barclay College.

3. Develop a robust first-year program that helps acclimate first-time, full-time freshman to the spiritual, academic, and social aspects of college life.

4. Increase academic support services to better retain "at-risk" students, and assess the effectiveness of current academic support offerings.

5. Identify systems for helping students understand their calling and their major/career focus.

6. Achieve a retention percentage rate that is higher than the national average retention percentage rate of all ABHE institutions.

**Assessment Plan:**

1. Using questionnaires (prospective and current students), track those aspects that attracted students to Barclay College and kept them at the College (or caused them to not attend or to leave). Modify recruiting and retention techniques based on feedback.
2. Track efforts to increase academic support. Routinely assess the effectiveness of this support through a review of GPA data, academic probation and suspension data, and student and faculty/staff evaluation.

3. Measure Barclay College’s retention percentage in comparison with the national ABHE average.
Objective 2 | Academics

**Area of the college:** Admissions and academics

**Rationale:** In order to fulfill its mission Barclay College must challenge students to become critical thinkers, spirit-directed leaders, and effective communicators with a global vision for service.

**Strategies for reaching this goal:**

1. Assess student learning consistently throughout the college:
   Develop a culture of assessment throughout the campus, online, and graduate programs that contributes to an academic environment of continuous growth and improvement. Employ strategies to measure graduate achievement and meaningful employment to help ensure that students are adequately prepared for future vocations and ministries.

2. Improve academic resources at every level for both students and faculty: Continue to explore and expand academic services, including the writing center and an expanded tutoring center. Offer regular training of faculty in the development of consistent evaluation rubrics and strategies to enhance student learning. In order to support quality research, student learning, and an environment of academic excellence, we will renew our vision for the library to offer the very best learning resources and a collaborative learning environment for all Barclay students and faculty on campus and online.

3. Grow in our use of technology in instruction: In our media-rich culture, stay on the cutting edge of technological developments as it relates to the teaching/learning experience – to enhance instruction throughout the campus, online, and graduate curriculum. This involves the continued acquisition of both hardware and software to facilitate this need, along with adequate training of faculty for effective instruction.

4. Encourage faculty and academic staff development and growth:
   Provide incentives for faculty who wish to devote time to research and various learning models in order to become recognized leaders in their disciplines. Consider ways to encourage interaction of professors with the wider academic community. Ensure and maintain high levels of student/professor interaction.
5. Create a plan for program development and assessment: Create a plan to assess academic programs, to identify the need for new programs, and to determine how to gracefully discontinue a program.

6. Enhance global learning and service: Find ways to help every student participate in some type of cross-cultural (if not international) experience before they graduate. Become known as the college that a student attends if they not only want to see the world, but serve the world. Expand our educational reach and global impact through a strategic alliance with Evangelical Friends Mission, to offer ministry training to individuals around the world through a creative combination of face-to-face teaching and online experiences.

7. Encourage Interdisciplinary Learning: Develop, support, and provide incentives to students, faculty, and staff to expand their knowledge of a complex world through interdisciplinary learning opportunities throughout the curriculum. Become the premier training center for students who are interested in the interchange between cross-cultural missions/evangelism and small business entrepreneurship. Discover and develop additional ways to foster interdisciplinary learning and preparation for effective Christian life, service, and leadership.

**Assessment Plan:** All academic assessment will assure mission-centric focus for academic programs, student outcomes, resource management, interdisciplinary learning, and faculty and staff measurements. While the assessment tools may vary widely, the mission of the institution will assure consistent focus and application of the measurements and resource distribution.
Objective 3 | Student Services

**Area of the college:** Student Services

**Rationale:** In order to fulfill its mission Barclay College values student satisfaction as a vital factor in retention and completion. It is through the vital faith community and relationships are forged and life calling is found.

**Strategies for reaching this goal:**

1. **Assessment of goals:** Utilize surveys and evaluations during each semester and year to inform the college of areas of need.

2. **Seek feedback:** Utilize feedback and information to enhance student life from all sources including student communications with Students Services, ideas and complaints.

3. **Create exemplary First Year Program:** Seek to inform First Year Program results through faculty and staff input, best practices and models, collegiate peer groups, organizations and accrediting standards.

4. **Students first community:** Consistently equip, empower, and encourage student leaders to engage in making a positive difference on and off campus through problem solving, decision making, and the development of activities that are well planned and appropriate for engaging students in a nurturing, relational, spiritual environment.

4. **Communication:** Effectively communicate tools and resources to students and the Barclay College family.

**Assessment Plan:** Continue to use the student services components of the Barclay College Assessment Plan on a regular basis compiling comparative results to be shared with the entire College community at the conclusion of each spring semester.

"Consistently equip, empower, and encourage student leaders to engage in making a positive difference..."
Objective 4 | Physical Campus Plan and Technology

*Area of the College:* Administration, Faculty, Staff, Alumni

**Rationale:** In order to fulfill its mission, Barclay College must provide an infrastructure that promotes academic excellence, a sense of community and a commitment to service.

**Strategies for reaching this goal:**

1. Develop technology training: Increase means for training all college personnel including students in the use of technology.
2. Immediate assessment of programs needed: By January 2016 review software options and select software for the SIS, SLMS, Business Services and Advancement at Barclay College. Purchase and install the software by July 2016.
3. Evaluate and pursue current trends in technology and communication to increase the learning effectiveness for Barclay College students.
4. Coordinate the balance between campus development and community space, always giving attention to the Barclay College distinctive philosophy of family/community.
5. By August of 2016, develop a current campus plan that includes the development of the campus infrastructure, a master maintenance plan, and contingency plans.
6. Maintain stewardship of current physical plant by employing and training qualified personnel. Assure adequate budget to keep technology, communication, and community effective.
7. Develop both short and long term plans to address wellness and fitness concerns through facility development, remodeling, and building in order to facilitate college activities.
8. Increase the prominence of the arts, including worship arts, performing, visual, and media arts programs. Construct a new fine arts...
center to foster the spirit of creativity and ingenuity among Barclay College students, artists, alumni and participants throughout the area.

**Assessment Plan:** Annual review and assess all aspects of technology and communication and implement changes to increase effectiveness. Meet specific goals stated above to meet the objectives in this section.
Objective 5  | Financial Stability

**Area of the College:** Administration, Faculty, Staff

**Rationale:** In order to fulfill its mission and to aspire to the lofty calling it envisions, Barclay College must acquire the human and material resources that will sustain its dreams. Barclay College must therefore pursue four overarching goals to provide resources; aggressive admissions strategy, robust donation planning and execution, strategic pursuits of grant and foundation funding, vigorous pursuit to grow the endowment.

**Strategies for reaching this goal:**

1. Ensure that enrollment in academic programs meets sustainable levels to assure both academic quality and tuition revenues necessary for the fiscal well-being of the programs and the College.
2. Visionary planning and execution of financial campaigns that will provide for the financial, human, and physical capital essential for institutional success and viability, including support for the full-tuition scholarship for all resident undergraduate students.
3. Hire and retain talented employees who share a love for Barclay College, commitment to its mission, and value their role as mentors to students, constituency, and the church. Provide incentives for faculty to expand their scholarship and to seek external funding to support innovative research and inquiry.
4. Vigorous pursuit to grow the endowment with a goal to increase it to four times the size of the annual budget. Develop and communicate legacy giving and naming opportunities to encourage estate gifts and major gift giving.

**Assessment Plan:** Conduct an annual review of the budget process including the four elements of enrollment, donations to the annual fund, grant funding, and endowment growth. Annually review and update the long range plan and long range 10-year financial plan as approved by the Board of Trustees (See Appendix A). Review the financial statements monthly and execute an independent annual audit.
Objective 6 | Alumni

Area of the College: Alumni and Friends

Rationale: In order to fulfill its mission, Barclay College faculty, staff, students, and alumni aspire to be lifelong learners. Barclay College is committed to expanding the learning community through relationships to forge effective Christian leaders.

Strategies for reaching this goal:

1. To increase alumni and friends ownership of Barclay College’s vision.
2. Connect alumni, students, and friends of the college to the legacy of the Barclay College community through its academics, arts, athletics, and relationships that will foster a spirit of creativity and ingenuity for future generations.
4. Expand alumni partnership of the Barclay College vision through participation in service, connecting graduates with alumni and expanding opportunities for alumni to meet, guide, and serve students and fellow alumni.
5. Develop the quality of conversation and sense of community encompassed by faculty, staff, students, alumni, and administration.
6. Propose outstanding career development opportunities that will expand alumni connections to, and appreciation for, Alma Mater.

Assessment Plan: Continue to use the student services components of the Barclay College Assessment Plan on a regular basis compiling comparative results to be shared with the entire College community at the conclusion of each spring semester.