

Strategic Planning

Staff Update

February 2014



Hope COLLEGE

Background

- Review of the 2006 strategic plan and process
- Administrative assessment of issues
- Research of strategic planning methods
- Best practices
 - ✓ Shared vision to guide planning
 - ✓ Steering Committee representing multiple constituencies
 - ✓ Clear timeline for completion
 - ✓ Broadly inclusive study process
 - ✓ Discipline to select a manageable number of clear goals
 - ✓ Built in accountability and measurement
- Board of Trustees Retreat and Meeting

Mission, Values, Vision

Hope College Mission

The mission of Hope College is to educate students for lives of leadership and service in a global society through academic and co-curricular programs of recognized excellence in the liberal arts and in the context of the historic Christian faith.

Hope College Values

- ✧ To offer rigorous academic programs.
- ✧ To contribute to the body of knowledge in the academic disciplines.
- ✧ To nurture vibrant Christian faith.
- ✧ To be a caring community.
- ✧ To foster development of the whole person — intellectually, spiritually, socially, physically.
- ✧ To be wise stewards of resources.

Developing a Vision

- ✓ a catalyst for our mission;
- ✓ aspirational – not easily achieved, able to inspire sustained excellence and creativity;
- ✓ Inspirational – for formulating and prioritizing strategic goals;
- ✓ consistent with expectations Hope College has created and will create;
- ✓ congruent with the values, decision criteria and needs of students and others we serve;
- ✓ not within easy reach of many other colleges and universities.

Vision: Hope College 2025

Hope College will gain national and international stature as both a premier liberal arts college and a leader in Christ-centered higher education.

Strategic Planning Steering Committee & Study Groups

Strategic Planning Steering Committee

- Facilitate and guide the planning process
- Affirm and initiate involvement of the campus community in the planning process
- Synthesize and prioritize the information gathered through the planning process
- Serve as liaison to key constituencies
- Develop the strategic plan, including goals and objectives as informed by the campus community
- Present the strategic plan to the Board of Trustees for approval

Steering Committee Members

John Knapp, *Co-Chair, President*

Nancy DeWitt, *Co-Chair, Trustee*

Mary Bauman, *Trustee*

Tom Bylsma, *CFO*

Richard Frost, *VP of Student Development*

Jason Gillmore, *Faculty: Natural and Applied Sciences*

Alfredo Gonzales, *Dean for International & Multicultural Education*

Dan Gordon, *Trustee*

Mike Jipping, *Faculty Moderator*

Fred Johnson, *Faculty: Humanities*

Trygve Johnson, *Dean of the Chapel*

Huw Lewis, *Faculty: Arts*

Lori Mulder, *Director of Human Resources*

Rich Ray, *Provost*

John Ruiter, *Director of Development*

Daria Solomon, *Student Representative*

Sonja Trent-Brown, *Faculty: Social Sciences*

Bill Vanderbilt, *VP of Admissions*

TBD, *Student Representative*

TBD, *VP of Public Affairs & Marketing*



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Study Groups

- Charge
 - Assess current and future situation around strategic area of study
 - Make recommendations to Steering Committee for strategic plan priorities
 - *Study groups are not expected to be the sole source for information*
- Organization
 - Strategic study areas
 - Approximately ten members
 - All groups will have faculty and staff representatives and others based on study area
- Process
 - SWOT analysis utilizing existing and new sources of data
 - Provide opportunities for broader input through surveys, meetings, focus groups, etc.
 - Organize and prioritize information and provide recommendations for steering committee – goals, objectives, and strategies
 - Work primarily from March to June

Areas of Study

Academic Distinctiveness

- How can we foster a robust ecumenism as a distinctive feature of our academic community?
- What opportunities are available for us to further distinguish our academic program from others?
- How can we preserve an intimate academic experience for our students in the face of high student FTE, stressed infrastructure, and too many part-time and term faculty?

Alumni Engagement

- In what ways can the college better serve alumni to meet their needs and strengthen their commitment to the college?
- How do we extend the relationships alumni have with Hope faculty to strengthen their ties to the institution?
- How can we create a culture of philanthropy on campus to engage students and set expectations for alumni support of the college?

Campus Community

- How can we make a Christ-centered reconciliation a distinctive for the community that we are building at Hope?
- In what ways can we develop and value curricular programs that integrate students learning to engage global and domestic diversity?
- What methods might we use to assess the quality and diversity of community experienced by students, faculty, and staff on our campus?

Campus Infrastructure and Resources

- What is the optimal size of the student population on campus?
- How do we grow revenue in an environment of stagnant household income and lower investment returns?
- What should the updated Campus Master Plan include?
- What should be the spending priorities of the College?

Christian Formation

- What are Hope's expectations for Christian formation?
- What attributes do we promise to cultivate in students through our focus on Christian formation?
- How will Hope's approach to Christian formation prepare leaders and servants for a future global society?

Co-Curricular Experience

- What are the effects of the larger student body on our ability to provide student support?
- What personal, professional, faith, leadership, multi-cultural and global experiences do we want students to have at Hope?
- How do we support the exploration of gifts and strengths?
- What co-curricular opportunities will enhance a student's competencies and ability to find meaningful work?

Competitive Positioning and Reputation

- Who needs to know and value Hope College, and why?
- What must be understood about Hope in order to gain a greater recognition?
- What criteria will we use to define and measure our reputation?
- Which colleges will we view as our peers and aspirants for benchmarking purposes?

Enrollment and Student Profile

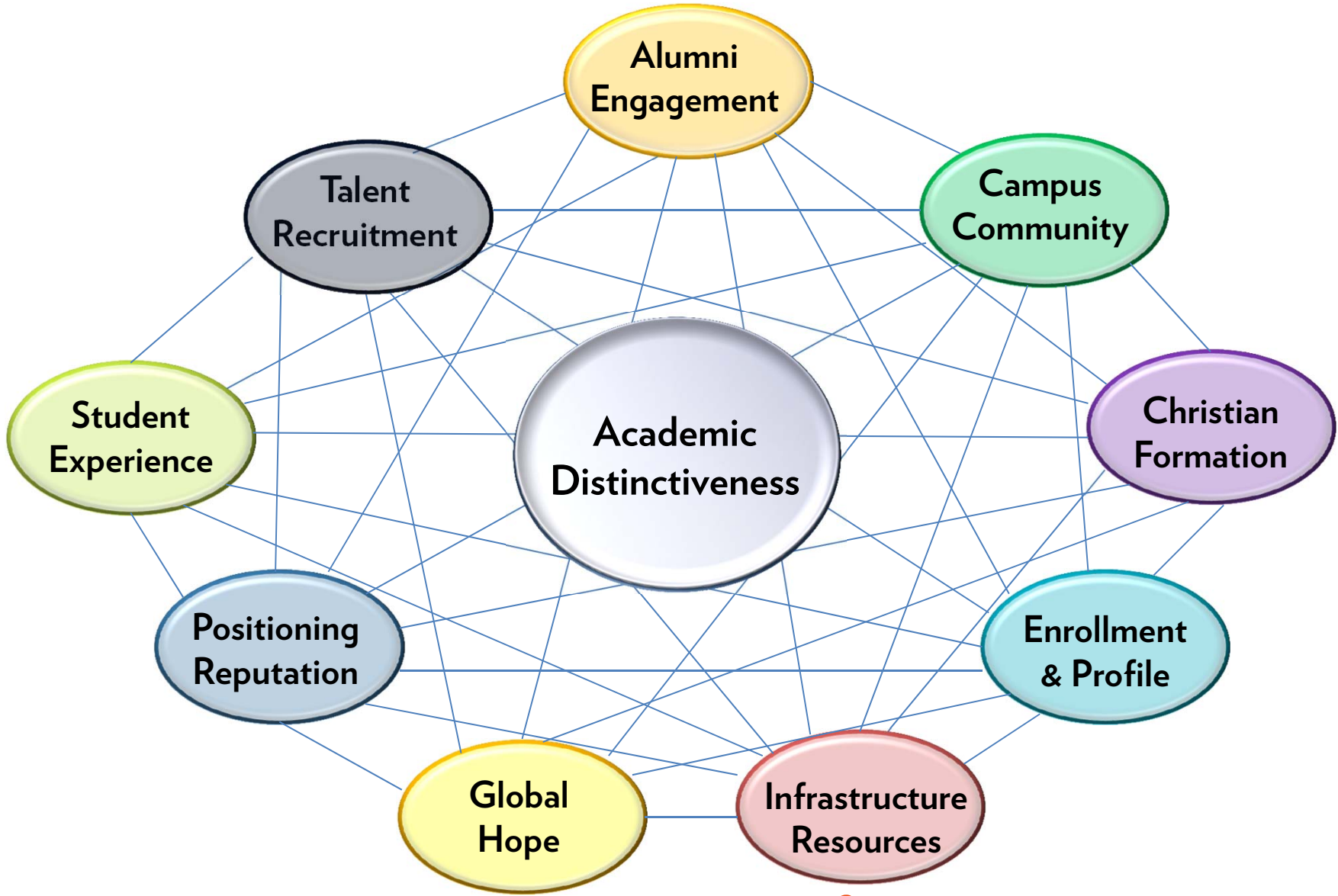
- What are the key enrollment-shaping considerations that determine who gets the spots we have available?
 - Priority Groups (including Academic priority)
 - Academic program balance
 - Retention and Graduation
- How can we increase diversity at Hope?
- What is the appropriate enrollment to balance need for tuition revenue with out exceeding our capacity to deliver?
- Are we accessible to “average” middle income families?

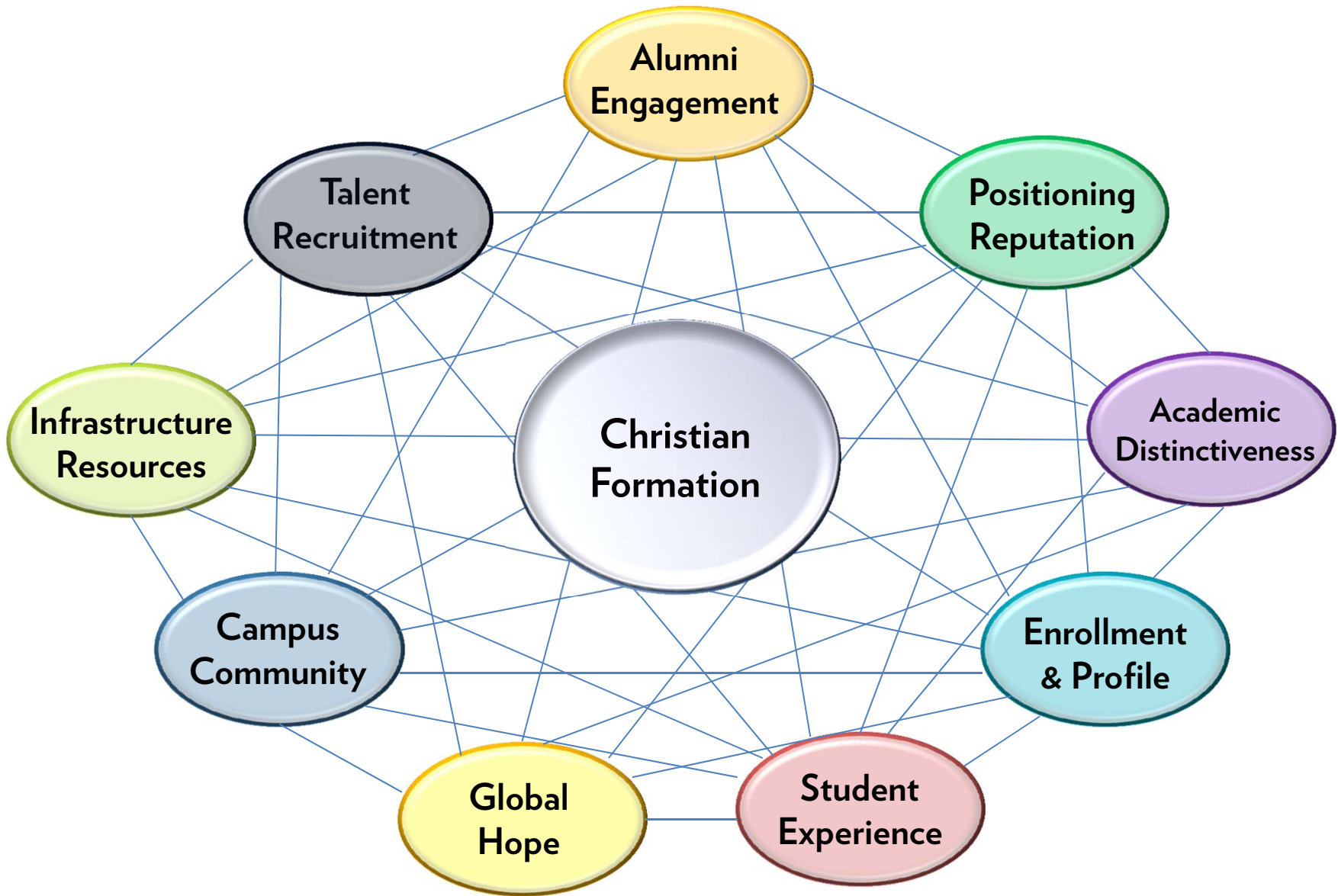
Global Hope

- How would a global strategy guide and coordinate campus priorities and activities across all divisions?
- How can we create a more inclusive sense of community for international faculty, staff, students leading to improved recruiting, flourishing, retention?
- How can our “experiential education” distinctive be enhanced in international contexts?
- What advantages can be gained through greater engagement with international alumni?

Talent Recruitment and Retention

- How do we best create a work environment that promotes retention of our faculty and staff?
- How will we find, attract, and retain faculty and staff from diverse backgrounds?
- How do we manage the external and internal pressures of projected increases in salaries and benefits?
- How can we develop and train our employees to be prepared for the workplace of the future?





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Outcomes and Process

Goals, Objectives, Strategies

- The Strategic Plan will:
 - have a manageable number of institution wide goals;
 - be backed by measurable objectives; and will
 - have strategies to achieve the objectives.
- Implementation of the Strategic Plan
 - One year from now
 - Departmental and operational level
 - Opportunity for all areas to align work with strategic direction and priorities of the college

Strategic Planning Timeline



2013 → 2014 → 2015

Opportunities to Participate

- Study groups
 - Staff representation on every study group
 - Share your recommendations for study group members
 - Share topics or issues you believe study groups should consider
- Share input on study areas
 - Provide feedback on any area through open opportunities
 - Offer data and best practices to consider
 - Attend a regularly scheduled “drop-in” session to discuss specific topic
- Share feedback on goals, objectives, etc. as developed
- Ongoing prayers for people and process

Where To Find Information

- www.hope.edu/president/strategic
 - Online surveys
 - Meeting schedules
 - Steering Committee & Study Group Members
 - Blog
- Steering Committee Members
- Mary Remenschneider, Director of Strategic Initiatives
 - 616-395-7252
 - remenschneider@hope.edu