

Evangel University

# ***VISION 2015***

**EVANGEL'S PATH TO THE FUTURE**



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## VISION 2015: EVANGEL'S PATH TO THE FUTURE

Evangel University completes the first decade of the 21<sup>st</sup> Century with a strong sense of positive momentum. The institution has been strengthened by the achievement of a number of goals: The completion of six major building projects and several campus renewal projects, the establishment of a degree completion program with three degree options and major enhancements to the scholarship program.

More importantly, Evangel is about people. The accomplishments, dedication and preparation of the faculty and staff are at their highest levels ever. Students are attracted to Evangel's dedication to the concept of a Christian worldview and graduate prepared to find their place of service to God and their fellow man. The alumni are daily demonstrating the fruits of this dedication in impressive ways.

Evangel is committed to advancing the accomplishment of the University's mission by focusing on *Nine Strategic Directions* over the next six years in preparation for the institution's 60<sup>th</sup> anniversary in the year 2015.

  
Robert H. Spence, President

### STRATEGIC DIRECTION ONE – ACADEMIC EXCELLENCE

Evangel University is committed to high quality academic programs that provide for the accomplishment of the mission of the institution in the context of the integration of faith, learning, and living. Evangel University will continue to enhance its academic excellence by improvements to current degree programs and the strategic introduction of new degree programs that will further support the University mission. The general education core will be re-examined and clearly focused on the mission. Activities will also be developed to enhance the experience of new students as they make the transition to the Evangel community.

Recognizing that the faculty is key to academic excellence, the University will seek ways to improve the faculty quality: The percent of faculty with terminal degrees will increase and the support for faculty professional development will be enhanced. Faculty activity in teaching, service, and scholarship will continue to focus on student learning. Attention will be given to improving services that directly support the academic program: academic advising, learning technologies, and library services.

#### **GOAL 1: Accelerate the transition from a college to a university identity to allow for continued growth and development.**

Objective 1: Adopt nomenclature and structure to reflect a university organization.

Objective 2: Continue the development of Graduate Studies, e.g. School of Graduate Studies.

Objective 3: Continue the development of Professional Studies, e.g. School of Professional Studies.

#### **GOAL 2: Transform General Education into an exciting set of core classes that energizes the students and reflects the university mission.**

#### **GOAL 3: Develop a more effective and consistent student advising system: Maximize the effectiveness of the advising process for the academic development of the student.<sup>i</sup>**

Objective 1: Provide systematic training for new advisors in the advising process.

Objective 2: Provide online advising system which includes advising sheets and online degree audit.

**GOAL 4: Assess the set of academic programs presently offered with respect to needs and opportunities for current and future students and external stakeholders.**

**GOAL 5: Identify strategic directions for continued development of library services for the Evangel community.**

**GOAL 6: Explore opportunities for working synergistically with other Assemblies of God schools in the development of programs and maximizing resources.**

**GOAL 7: Continue the development of e-university to support campus programs and to provide distance learning programs for off-campus students.**

**GOAL 8: Continue the professional development of faculty to address changing needs of students and the university.**

Objective 1: Develop faculty for improved teaching.

Objective 2: Develop the research and publication capacity of faculty members.

Objective 3: Develop faculty for improved mentoring and advising of students.

Objective 4: Develop training and support for current and future academic administrators.

**GOAL 9: Develop honors programs that maximize the education of high achieving students.**

**GOAL 10: Increase the capacity of the University for learning, assessment, and institutional research.**

## STRATEGIC DIRECTION TWO – STUDENT DEVELOPMENT

Being committed to the multi-dimensional development of its students, Evangel University will encourage a wellness lifestyle, establish a mentoring program, provide a life skills training curriculum, enhance and effectively promote career development opportunities, and endeavor to provide quality services to all student populations, both traditional and nontraditional.

**GOAL 1: Create a coordinated student wellness program that strengthens students in the physical, spiritual, psychological, and social dimensions of wellness.**

Objective 1: Enhance awareness among students of the need for attaining and maintaining wellness (e.g. emphasize wellness during new student orientation and enroll all students in the “Lifetime Fitness” class during their first academic year).

Objective 2: Encourage each student to commit to a biblically based lifestyle of wellness.

Objective 3: Motivate students to employ good health practices (e.g. sleep, nutrition, exercise, personal safety, personal hygiene, abstinence/monogamy, weight management, stress reduction, spiritual disciplines, etc.).

Objective 4: Develop educational programming and interventions for specific wellness issues, coordinating resources already available and identifying and developing additional needed resources (e.g. develop a pool of advanced physical education majors who can serve as personal trainers for students wanting to develop personal fitness programs).

Objective 5: Systematically communicate to students the available campus programs and resources for achieving and maintaining a lifestyle of wellness.

**GOAL 2: Implement a plan to enhance the social development of students through Life Skills Training that would encompass areas such as personal finance, marriage, parenting, interpersonal communication, personal and professional etiquette, etc.**

Objective 1: With the input of faculty, staff and students, develop/select a life skills training curriculum.

Objective 2: Determine delivery methods for the curriculum, e.g. residence hall/commuter-centered educational programming, "Choice Chapel" elective programming, incorporation into General Education core, and/or other means.

Objective 3: Regularly assess and revise the curriculum and the delivery system to maximize effectiveness.

**GOAL 3: Develop a mentoring program for the purposes of developing relational connectedness, providing resources, and encouraging social development and church involvement in a more intentional way.**

Objective 1: Every new student shall be assigned to a student leader, with frequent (weekly) contact first semester and diminishing to monthly contact by second semester of sophomore year.

Objective 2: At-risk students shall also be assigned to a faculty or staff mentor.

**GOAL 4: Promote and effectively advertise the LifeWorks student/alumni career development services to all pertinent publics including students, faculty, staff, alumni, and potential employers.**

Objective 1: Helping students identify, develop, and employ their God-given talents will become the focal point of academic and career advising at Evangel University. (Continue to train faculty and staff in the use of the Clifton *StrengthsFinder* instrument, and other Strengths-based resources.)

Objective 2: Enhance communication between the LifeWorks Career Development Center and the Alumni Office, and utilize alumni surveys to strengthen the academic and career development process, and to identify job market opportunities for students.

Objective 3: Encourage all faculty members to be involved as an integral part of the job preparation and placement process.

Objective 4: Promote the linkage of the academic departments and the LifeWorks Career Development Center, with the Freshman, Sophomore and Senior Seminars providing a significant focus on vocational development.

Objective 5: The LifeWorks Office will use effective advertising vehicles, both internal and external, to heighten awareness of its services.

Objective 6: In marketing Evangel University to prospective students and their parents, emphasize this focus on developing students in character, knowledge, and skill for careers that employ their God-given talents and interests.

Objective 7: All undecided majors will be required to access the services provided by the LifeWorks Career Development Center.

**GOAL 5: Extend and enhance student services to meet the needs of all student populations.**

Objective 1: Provide online (web-based and phone-activated) equivalents to all offices and their processes, so that they are available during normal business hours for students who cannot come to campus during the day, and after hours (into the evening and on Saturday morning), for degree completion, associate of arts, online, and graduate students.

Objective 2: Provide adequate computer labs, extended hours for these labs, and IT support during evenings and Saturday morning.

Objective 3: Increase library funds to support adequately the nontraditional and especially graduate populations. Hours of operation should be monitored and expanded as necessary.

Objective 4: Make available the Mabee Student Fitness Center and the Cantrell Student Union Wellness Center as focal points for wellness activities geared to nontraditional students.

Objective 5: Complete a Student Services Impact Study (see the report of AQIP Action Team #3 for a sample form) for any (a) proposed academic program or (b) key process or system change developed by a student services department.

Objective 6: Employ more horizontal thinking and coordination in extending student services to meet the needs of new student populations. For example, the steering teams, councils, etc. that provide guidance for each nontraditional program should have the responsibility and privilege of asking staff directors and their staffs to consider modifying their procedures, hours of operation, etc. to accommodate nontraditional students.

### STRATEGIC DIRECTION THREE – SPIRITUAL VITALITY

Having a particular interest in developing spiritual vitality among its students, Evangel University will implement, evaluate and continuously improve spiritual life programming in order to facilitate students' maturity in Christian character, stimulate students' lifelong Christian spiritual growth, heighten their appreciation of the Spirit's enablement, and cultivate in them a commitment to Christian service. The University will promote student involvement in service/missions trips and in public service as expressions of Christian love and witness. In such areas of service, Evangel students will demonstrate the practical results of their spiritual vitality.

**GOAL 1: Encourage all Evangel University students to develop spiritually in the following ways:**

Objective 1: Have a growing experience of their personal identity in Christ. This includes experiencing the Lord's salvation, daily grace and presence through the Holy Spirit.

Objective 2: Have a growing knowledge of the Word of God. They will be able to use the Bible for personal spiritual growth and moral decision making. They will understand God's character and redemptive purpose through prayer and Bible study.

Objective 3: Value the Person and work of the Holy Spirit in their daily lives. They will be filled with the Spirit (Acts 2:4) and thus empowered to develop a lifestyle marked with the following: sensitivity to the Spirit's leading, demonstration of the "fruit" of the Spirit (Gal.5) and ability to share the good news about Christ with others.

Objective 4: Have a thorough understanding of the world in which they live and see their careers as ministry, utilizing their natural and spiritual gifts to be effective witnesses and leaders in their homes, local churches, and the world.

**GOAL 2: Produce students and alumni who know and experience the person and work of the Holy Spirit, and understand and appreciate Evangel's Pentecostal heritage.**

Objective 1: Ensure that the four cardinal doctrines representative of Pentecostals generally, and the sixteen fundamental truths representative of the Assemblies of God specifically, are included supportively and affirmatively in the required General Education curriculum.

Objective 2: Proclaim Pentecostal distinctive doctrines and experiences regularly in the context of the Spiritual Life program, including chapel services and student discipleship programs.

Objective 3: Highlight our Pentecostal heritage with contemporary emphasis on living in the power of the Spirit through an annual lectureship/chapel series dedicated to that purpose.

Objective 4: Encourage the University faculty and staff to testify informally to students of their own dynamic experience of the Spirit, as opportunities arise inside and outside the classroom, offices, dining hall and other campus settings.

**GOAL 3: In chapel creatively present a holistic and lifelong approach to spiritual growth.**

Objective 1: Provide monthly or semester themes that encompass all aspects of development and demonstrate how faith interacts and is displayed through each aspect (physical, social-emotional, mental, and spiritual).

Objective 2: Regularly include chapel speakers who model spirit-led attitudes and practices in their professional fields outside the church setting.

Objective 3: Develop a chapel planning team to assist in providing culturally diverse and relevant programming for chapel services, incorporating a variety of worship styles (formal, traditional, contemporary, and emerging, etc.).

**GOAL 4: Develop and implement an assessment process to evaluate the effectiveness of the chapel program.**

Objective 1: Develop an evaluation instrument to be used to provide periodic assessment by selective students, faculty, staff, and administrators, of each of the elements of chapel services.

Objective 2: Use focus groups to assess chapel effectiveness and to receive feedback concerning themes and direction for the chapel program.

**GOAL 5: Encourage public service or service/missions trips for all students in such a way that both the Academic Affairs and the Student Development divisions are linked together in the Christian service-learning mission of the University.**

Objective 1: Determine the needs and means of increasing the LifeWorks staffing to support the anticipated increase in student participation.

Objective 2: Develop a plan for funding the program, such as by means of a semester student fee that is designated for a service trip and escrowed by the University.

Objective 3: Encourage each department to develop and promote a public service or service/missions trip component in each major.

Objective 4: Provide training for faculty to incorporate public service learning opportunities into their courses.

Objective 5: Enable faculty advisers to assist students in identifying, documenting, and assessing their public service learning.

Objective 6: Promote the public service or service/missions trip experiences as a unique and desirable feature of Evangel University and its graduates.

**GOAL 6: Enhance and elevate the student discipleship program to complement other Spiritual Life programs (chapel, Crosswalk Student Ministries, public service, and service/missions trips).**

Objective 1: Coordinate student discipleship programs with chapel emphases/themes.

Objective 2: Implement coordinated residence hall discipleship programming that strengthens floor devotionals.

Objective 3: Develop and vigorously promote commuter discipleship programming.

**GOAL 7: Develop and implement a process to assess student spiritual development.**

Objective 1: Identify and adopt a spiritual self-assessment tool and encourage each student to take the assessment and develop a personal spiritual growth plan.

Objective 2: Develop a spiritual growth progress report (a confidential personal electronic portfolio) and encourage students to use it to record spiritual life activities in which they have participated, examples of their own spiritual pilgrimage, and evidence of their own spiritual growth during their years at Evangel.

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**STRATEGIC DIRECTION FOUR – ENROLLMENT DEVELOPMENT**

Evangel University seeks to enroll students who identify with the mission of the University: students who desire to further their academic preparation as a part of their commitment to fulfilling God's call on their life. Evangel will continue to serve its sponsoring church by enrolling a large proportion of students from the Assemblies of God. Recruitment, admissions, and retention activities will be focused to achieve a steady enrollment of 1800 traditional undergraduate students. The role Evangel can play in reaching more members of the minority population of the church will be more fully developed. Additionally, the institution will be more intentional in recruiting and integrating non-traditional students for the degree completion, graduate studies and online programs

**GOAL 1: Develop an overall new student recruitment plan to achieve and maintain a steady enrollment of 1800 traditional undergraduate students.**

Objective 1: Continue to review and strengthen overall marketing efforts, including print and electronic media (e.g. email, internet, the EU website, text messaging), travel (e.g. AG churches, youth conventions, summer camps, Fine Arts, college fairs, high schools), and a prospective student calling strategy.

Objective 2: Increase financial aid through additional scholarships and grants.

Objective 3: Develop a plan to leverage financial aid: Federal aid, institutional aid, discount rate strategy and interdepartmental communication.

Objective 4: Continue to establish methods to increase student and parent awareness of financial aid.

Objective 5: In regard to the goal of a steady enrollment of 1800 for traditional undergraduate students, form a strategy to not only bring in the right number of students, but also the right mix of students (i.e. in admission requirements, gender, scholars, ethnicity, and majors).

Objective 6: Continue to develop the web-site to be an effective recruitment tool. This requires campus-wide ownership with an emphasis on content, appearance, speed, flow, and ease of use.

Objective 7: Develop additional recruitment efforts through EU music groups. Once this is established, it will be included in the overall marketing strategy.

Objective 8: Partner with alumni to develop a networking program to recruit students.

Objective 9: Create a promotional kit for faculty to use when traveling.

Objective 10: Build relationships with the following: community colleges, home school programs, high school dual enrollment, and EU College Prep of The Association of Evangel University Friends & Family program.

Objective 11: Annually review and refine the campus visit program.

Objective 12: Review and strengthen pre-qualification program.

Objective 13: Annually determine the best prospect lists to purchase.

Objective 14: To ensure consistency and efficiency, create a campus-wide plan for communication to students from admittance to campus arrival.

**GOAL 2: Develop an overall student retention plan to achieve and maintain a steady retention rate of 80% for traditional undergraduate students.**

Objective 1: Create an experience that allows the students to assimilate into campus life through New Student Orientation, student activities, Freshman Seminar, and learning communities.

Objective 2: Develop a timeline of retention activities for each academic calendar.

Objective 3: Establish a first-year coaching process for at risk students.

Objective 4: Survey withdrawing, non-returning and graduating students. Every student who leaves our campus will have an opportunity to provide feedback on their experience at Evangel.

Objective 5: Conduct an annual student satisfaction survey each spring.

Objective 6: Utilize the expertise of the retention committee.

Objective 7: Analyze historical data to establish critical retention benchmarks and assess areas of opportunity.

Objective 8: Review and refine the student alert system, including educating staff and faculty regarding critical red flags.

Objective 9: Determine and capture at-risk indicators of each applicant through the admissions process and store in CAMS. Establish an at-risk rating system from this data and make this information available to appropriate staff and faculty.

Objective 10: Develop a program for sophomore retention.

Objective 11: Develop a program for junior and senior retention.

Objective 12: Establish an academic peer mentoring program.

Objective 13: Create a process to provide faculty with critical advising information through the Faculty Portal.

Objective 14: Develop a plan to retain and successfully direct students with undeclared majors.

**GOAL 3: Increase the representation of the minority communities within the student body.**

Objective 1: Explore the possibility of purchasing special mailing lists and advertise in minority Christian publications.

Objective 2: Establish minority scholarships.

Objective 3: Build relationships with Assemblies of God Churches and Districts that have a high percentage of minorities.

**GOAL 4: Continue development of overall recruitment plans specific to each Degree Completion, Graduate and Online program.**

Objective 1: Determine short-, mid-, and long-term enrollment goals for each of these three programs.

Objective 2: Establish the key selling points of each of these programs and implement them into our marketing efforts.

Objective 3: Determine the target market for each of these programs.

Objective 4: Create a timeline of recruitment activities for each of these programs.

Objective 5: Refine overall marketing efforts, including print materials, for each of these programs. Investigate the effectiveness of all types of media opportunities for each of these programs.

Objective 6: Determine which businesses, schools, fairs and churches are the most effective for recruitment for each of these programs.

Objective 7: Develop a marketing strategy, including specific packets and presentations for each target area (i.e. businesses, schools, fairs, churches, current Evangel students and alumni) for each of these programs.

Objective 8: Review and refine campus visit opportunities for each of these programs.

Objective 9: Explore opportunities to gather qualified prospects for these programs. This may include, but is not limited to, purchasing names.

**GOAL 5: Develop retention plans specific to each of our Degree Completion, Graduate and Online programs.**

Objective 1: Create an experience that allows students to assimilate into the Evangel community for each of these programs.

Objective 2: Develop a timeline of retention activities for each of these programs for each academic calendar.

Objective 3: Survey withdrawing, non-returning and graduating students for each of these programs. Every student who leaves our campus will have an opportunity to provide feedback on their experience at Evangel.

Objective 4: Conduct an annual student satisfaction survey for each of these programs.

Objective 5: Collect and analyze data to establish critical retention benchmarks and assess areas of opportunity for each of these programs.

Objective 6: Develop a retention committee for each of these programs.

## STRATEGIC DIRECTION FIVE – FINANCIAL STRENGTH

Evangel must attain a position of financial strength that will enable it to adequately fund the academic programs congruent with its mission, properly maintain its facilities, fairly compensate its employees, provide competitive levels of financial aid to its students, and enable it to maintain stability through economic downturns and enrollment fluctuations.

**GOAL 1: Review the academic and financial registration processes to enhance customer satisfaction.**

Objective 1: Continue to use the Support Services Council to facilitate improvements in the services provided to students in all programs.

**GOAL 2: Determine the effective relationship between tuition adjustments and tuition discounting in order to project the “net income” effect.**

Objective 1: Develop a collaborative effort between the Enrollment Management Office and the Business and Finance Office to evaluate the effect of potential tuition adjustments and discounting.

**GOAL 3: Establish a current operating fund balance of at least \$1,000,000.**

Objective 1: Seek to develop the annual budget to include a 1% planned surplus.

Objective 2: Provide timely and useful budget information to operating departments.

Objective 3: Review opportunities to enhance budget revenues

**GOAL 4: Eliminate dependence upon short-term borrowing.**

Objective 1: Operate “in the black” every year.

Objective 2: Restructure debt portfolio to provide additional working capital.

**GOAL 5: Provide enhancements to the compensation package that will enable the University to continue to attract and retain qualified faculty and staff.**

Objective 1: The President, Vice President for Academic Affairs, the Vice President for Business and Finance, and the Board of Directors shall be responsible for achieving progress in this area as the institution’s finances permit.

## STRATEGIC DIRECTION SIX – CAMPUS DEVELOPMENT

During the last 12 years, Evangel University completed a bold and aggressive campus development program. Since 1997, the University has completed ten major building projects, including nine new buildings that marked the transformation to a modern new campus.

During the next phase of campus development, Evangel will seek to expand the boundaries of the campus and will continue to enhance the physical facilities by providing a new Library/Learning Center, new on-campus housing options for students, additional athletic facilities, and a master plan for campus parking. All new facilities, as well as existing facilities, will be positioned on a systematic plan of preventative maintenance. During the last 12 years, Evangel University completed a bold and aggressive campus development program. Since 1997, the University has completed ten major building projects, including nine new buildings that marked the transformation to a modern new campus.

**GOAL 1: Develop an accurate and up-to-date campus site plan.**

Objective 1: Determine open land spaces available for new facilities.

Objective 2: Determine “footprint” requirements for planned facilities.

Objective 3: Determine the proper sequence and impact that future facilities will have on land utilization for other facilities.

**GOAL 2: Continue to expand the boundaries of the campus.**

Objective 1: Complete the purchase of all properties (5 of 18) on the south side of Pythian Street between Delaware and Waverly.

Objective 2: Purchase all properties (18) on the north side of Central Street between Delaware and Waverly.

Objective 3: Continue to purchase properties on the north side of Division Street in order to protect our boundaries on that side of campus.

**GOAL 3: Develop a master plan for campus parking.**

Objective 1: Develop projections for parking requirements by the year 2015. These projections will be estimates based on the whole student body, broken down by resident hall students, commuter students, faculty/staff/administrators, and evening students.

Objective 2: Evaluate potential locations for additional surface parking lots.

Objective 3: Evaluate the feasibility of building a parking garage facility.

**GOAL 4: Develop a plan to offer multiple housing options with multiple pricing.**

Objective 1: Create University housing options that are more attractive to students.

Objective 2: Build some apartment-style units (possibly on the Pythian Street property) that will offer students another housing option.

Objective 3: Provide more single-occupancy rooms in the current halls.

Objective 4: Create housing communities to serve various groups of students (e.g., seniors, honors students, nursing students, and teacher education interns)

**GOAL 5: Develop plans for additional athletic facilities.**

Objective 1: Develop requirements for a field house/event center (4,000 seats).

Objective 2: Determine the feasibility of a campus football/soccer/track stadium facility (5,000 seats).

**GOAL 6: Develop plans for a new Library/Learning Center.**

Objective 1: Determine the functions to be included in the new facility.

Objective 2: Determine the role of technology in the new facility.

Objective 3: Determine uses for the old library building (e.g., a campus hospitality center).

**GOAL 7: Continue to develop the system of signage for streets and buildings.**

Objective 1: Provide directional signs and campus maps for the benefit of visitors.

Objective 2: Provide a two-sided Evangel University sign at the main entrance.

Objective 3: Provide a uniform system of signage and building identification.

**GOAL 8: Develop a systematic preventive maintenance plan for the campus.**

Objective 1: Define the preventive maintenance requirement and schedule for each building

Objective 2: Develop maintenance endowment funds to supplement the annual maintenance budget.

Objective 3: Develop and distribute a list of deferred maintenance and campus renovation projects.

**GOAL 9: Continue to develop the master plan for campus landscaping and beautification.**

Objective 1: Provide landscaping for all new buildings and enhance the landscaping on existing buildings.

Objective 2: Define a system for naming opportunities that will encourage memorial gifts for landscaping projects.

## STRATEGIC DIRECTION SEVEN – TECHNOLOGY

Evangel will utilize current, relevant technology throughout its instructional processes and administrative functions. Academic and administrative processes will be continuously reviewed to identify efficient, effective, and affordable ways to expand the use of technology in order to enhance services to its students, faculty, and staff. In addition, Evangel's employees will be trained and prepared to fully utilize the array of technology made available to them. Evangel's students will benefit from electronically delivered courses, gain technological competence, and enter the work place or graduate school with a level of technical skill appropriate for their chosen careers.

**GOAL 1: Equip and train every faculty and staff member who has a need to use technology in their work.**

**GOAL 2: Have academic course material available through electronic media, including the ability for faculty and students to engage in interactive electronic sessions.**

Objective 1: Engage more faculty in the utilization of Angel through training and peer influence.

Objective 2: Employ a full-time person to coach faculty in the use of Angel and other classroom technology.

Objective 3: Enhance the use of technology as an instructional tool by developing the ability to capture classroom presentations and to implement podcasting.

**GOAL 3: Provide network access to residents of Evangel Court and Pythian Street properties.**

**GOAL 4: Enhance the networking of the campus security systems.**

**GOAL 5: Synchronize the work of all interested parties that are working on technology issues.**

Objective 1: Collaborate with Educational Technology Committee to implement approved technology projects intended for academic use.

Objective 2: Maintain liaison with the Support Services Council.

Objective 3: Engage the Faculty Professional Development Committee in the process of enhancing the technology skills of faculty.

**GOAL 6: Improve the email capacity for students.**

**GOAL 7: Upgrade technology in key areas.**

Objective 1: Upgrade chapel projection system.

Objective 2: Upgrade computer labs.

Objective 3: Acquire a generator to provide backup power for the campus network.

Objective 4: Upgrade IT infrastructure to support technology requirements.

**GOAL 8: Expand the availability of WI-FI on campus.**

**GOAL 9: Add digital signage to key areas of the campus.**

**GOAL 10: Improve Information Technologies Department interaction with the campus through the use of a monthly newsletter including information about technology updates and reminders.**

**GOAL 11: Create an Alumni portal.**

**GOAL 12: Enhance the Evangel web site with additional multimedia, video, better usability, and greater involvement of campus departments in providing relevant and current material for the web.**

**GOAL 13: Provide training for faculty and staff in the use of hardware and basic software packages.**

**GOAL 14: Identify appropriate means of providing adequate technology support for students outside of the lab and classroom environment.**

**GOAL 15: Enhance the ability to provide online, remote access to library resources.**

## STRATEGIC DIRECTION EIGHT – INTERNAL & EXTERNAL RELATIONS

In many ways the organizational structure of Evangel University operates like a family – a special community of students, faculty, and staff who are linked by a strong commitment to the values and mission of the organization. Members gain strength through continuous relationships with others in the community. Shared values, a sense of belonging, and mutual responsibility for the community, have become hallmark characteristics of the Evangel family.

The Evangel community will continue to grow in number and in influence, as students graduate and take responsible positions of leadership in education, government, business, and churches around the world. This growth will present challenges for maintaining regular and ongoing communications with these various constituents. During the next phase of development, the Institutional Advancement Office will utilize both printed materials (i.e., **VISION** magazine) and the electronic media (E-mail and Web) to enhance our connections and communications.

**GOAL 1: Improve communication with various constituents of the University.**

Objective 1: Develop and deliver a new campus newsletter for faculty and staff.

Objective 2: Increase the frequency of *VISION* from two times per year to three times per year.

Objective 3: Develop and publish an annual state-of-the-campus report. This will be a special edition (4<sup>th</sup> issue) of *VISION* magazine, thus making *VISION* a quarterly publication.

**GOAL2: Review and develop a new integrated marketing strategy for promoting Evangel University.**

Objective 1: Develop a strategy for enhancing the image of Evangel locally, nationally, and among students, parents, and pastors in Assemblies of God churches.

Objective 2: Develop a consistent look and feel for all university publications across all departments.

Objective 3: Promote Evangel success stories by profiling Evangel graduates in their professions, in the churches they attend, and in the communities where they live.

**GOAL 3: Expand the use of the Web to provide instant communications with Evangel's publics.**

Objective 1: Provide alumni with information regarding campus news and information regarding their friends and classmates through online and CD directories.

Objective 2: Develop and deliver blast E-mail departmental newsletters targeted to alumni from each department.

**STRATEGIC DIRECTION NINE– FUND-RAISING**

Starting in 1992, Evangel University conducted bold and aggressive fund-raising efforts that resulted in more than \$50 million being invested in new construction and infrastructure projects. These projects have included ninenew buildings plus parking facilities, campus lighting, new signage, new boilers for the heating plant, maintenance facilities, a clock tower, and landscaping/planting for beautification of the campus.

The next phase of campus development will also involve comprehensive fund-raising programs for capital projects, endowment programs, and annual fund operations of the University. As Evangel grows, the capital projects will include new physical facilities to enhance both living and learning on a Christian university campus.

With the campus master plan virtually complete, there will be a stronger emphasis on fund-raising for endowments, particularly for scholarships, guest lectureships, and other endowments to enhance the academic programs of the departments.

Annual fund giving is the third leg of a major fund-raising program. Evangel has always excelled with the capital projects, but endowment and annual fund have lagged behind. The emphasis during the next stage of campus development will be to develop and sustain a regular, full-fledged annual fund giving program that reaches all segments of our donor base. This will be aided by a complete section of information on the Web regarding ways to give to the University.

**GOAL 1: Develop and sustain a comprehensive fund-raising program which grows out of long-term relationships with our constituencies. (These objectives are ongoing activities.)**

Objective 1: Develop strategies to create and cultivate long-term relationships with the various constituencies of the university. This involves spending time with donors and making ourselves available when the donor visits or makes inquiries.

Objective 2: Define opportunities for donor to support all areas of the University. These fund-raising programs should support undergraduate and graduate scholarships, faculty development, faculty and student research, special equipment needs, internships and travel opportunities with LifeWorks, and special one-time naming opportunities.

**GOAL 2: Appoint a team to examine the structure and assignment of resources in the Institutional Advancement office.**

Objective 1: Define the functions and expectations of the Institutional Advancement office.

Objective 2: Determine the personnel resources required to properly function and meet expectations of this office.

Objective 3: Develop an action plan and timeline for the growth of Institutional Advancement from today's office to one that will provide full support to the expanded university.

**GOAL 3: Develop the Annual Fund. Evangel must develop an emphasis on the Annual Fund. With no new capital projects for the short-term, it is an excellent time to promote this part of Evangel's fund-raising program.**

**GOAL 4: Increase endowment funds. The endowment has grown from \$2.8 M on 4-30-99 to \$6.6 M on 4-30-08. The majority of this growth has been for endowed scholarships.**

Objective 1: Encourage contributions to endowment funds through both current contributions and deferred gifts. Provide a goal to increase endowment funds by 10% every year.

Objective 2: By using professional investment advisors, develop effective and prudent investment strategies to generate returns that will both "grow" the endowment and "provide the earnings" necessary to fund the expenditures appropriate for the endowments.

Objective 3: When possible, develop a plan to allocate net revenues from Adult Education programs toward Capital Expenditures or endowment.

Objective 4: Provide a continuous emphasis on endowment contributions for scholarships and various endowed positions in academic departments (chairs, visiting professors, lectureships, etc.).

Objective 5: Develop maintenance endowment funds to supplement the annual maintenance budget.

Objective 6: Increase grants, scholarships, academic awards, departmental achievement honors, etc. to nontraditional and graduate students appropriate to their achievements. The Office of Institutional Advancement should include in its fund-raising and endowment-searching more support for Evangel's graduate programs.

**GOAL 5: Employ a full-time grant writer.**

**GOAL 6: Through publications and the Web, Evangel must emphasize estate planning services for alumni and other constituencies.**

**GOAL 7: Review current stewardship and donor appreciation practices and make recommendations for improvements.**

Objective 1: Review the process for acknowledging gifts and extending an official “Thank You”.

Objective 2: Define the occasions for naming opportunities and commemorative plaques.

Objective 3: Define the process of providing public recognition at special campus events and through publication of an honor roll of donors.

Objective 4: Keep donors informed regarding how their funds have been used to accomplish the mission of Evangel University.

**GOAL 8: Create an Institutional Advancement section on the Web. This will relate to the development aspects of the Institutional Advancement Office.**

Objective 1: Provide separate sections for the various categories of giving to the University, e.g., capital projects, Annual Fund, endowment, scholarships, naming opportunities, memorial gifts, etc.

Objective 2: Develop and post to the web site donor stories about their giving. These would highlight the donor, what inspired them to give, and how their funds are being used to make a difference on the campus.

Objective 3: Develop the online giving program as part of this section.

4-28-09

