

BREVARD COLLEGE
BREVARD, NORTH CAROLINA

LIVE A LIFE OF

Action

STRATEGIC PLAN

TABLE OF Contents

- 3 • Message from the President
- 4 • Brevard College At-A-Glance
- 6 • Purpose of the Strategic Plan
- 7 • Mission & Vision
- 8 • Strategic Plan Process
- 10 • Strategic Priority: Increase First-to-Second Year Retention
- 14 • Strategic Priority: Enhance Our Experiential Curriculum
- 18 • Strategic Priority: Enhance Faculty & Staff Benefits
- 20 • Strategic Priority: Improve Brevard College Buildings & Facilities
- 22 • Strategic Priority: Strengthen the Financial Health of Brevard College

A MESSAGE FROM THE President



Live a life of action. Rooted in our mission statement, the title for this strategic plan roots in Brevard's commitment to change our communities, our towns and cities, and the world. The college seal reads, "Learn in Order to Serve" and Brevard College's commitment to living a life of action continues this tradition.

Join us on this journey to improve the lives of this campus community so that we may equip our students to be the change that they want to see in the world.

The pages of this plan outline Brevard College's bold commitment to student success. We will implement new student success initiatives (BC CARES) and exciting new academic initiatives. These will include intensive learning opportunities similar to the Voice of the Rivers annual expedition.

The entire campus is currently engaged in focus groups to update our campus master plan. The goal is to make our facilities, spaces, and places more supportive of the experiential learning that distinguishes Brevard College. Our college was founded to be the "school of opportunity in the mountains" for students attracted to active, engaged learning inside and outside the classroom.

My life's ministry has been to empower people to succeed through education. In the years ahead, the campus community will work to ensure that Brevard College stays relevant for all those students who need, deserve, and benefit from the highly personalized education offered here.

We are going to grow enrollment, invest in the campus, and continue to focus our efforts on student success. Because of your support, Brevard College will continue to be committed to an experiential liberal arts education that leads to artistic, intellectual, and social action. Thank you for all you do to support Brevard College.

Sincerely,

President Joyce
President Joyce

BREVARD COLLEGE

At-A-Glance



15

AVERAGE
CLASS SIZE

13:1

STUDENT TO
FACULTY RATIO

55%

MEN IN
STUDENT
BODY

10x

CYCLING
NATIONAL
CHAMPIONS

45%

WOMEN IN
STUDENT
BODY

90%

OF FACULTY
HAVE
TERMINAL
DEGREES

100%

OF FACULTY
DEDICATED TO
TEACHING

21

ATHLETIC
TEAMS

700+

STUDENT
ENROLLMENT

NCAA

DIVISION III

1853

YEAR
FOUNDED



THE PURPOSE OF THE STRATEGIC *Plan*

The Strategic Plan provides a once in generation opportunity to build on existing strengths of Brevard College and sharpen its focus and commitment to experiential education that leads to action. This critical step in the evolution of Brevard College allows us to chart the future of the college while honoring its 165 year past. Students with academic drive and abilities will benefit from enhancements to faculty and staff pay and benefits; expanded and new academic programs centered upon Brevard College's mission; dramatic improvements to facilities and physical space; bold commitments to student success and persistence; and creative and new enrollment initiatives.



The engine that drives these initiatives is Brevard College's commitment to its mission and passion for student success.



MISSION

"Brevard College is committed to an experiential liberal arts education that encourages personal growth and inspires artistic, intellectual, and social action."

VISION

Brevard College is distinct among liberal arts colleges because of our strong and historical commitment to experiential education in a highly personalized learning environment. Our educators "purposefully engage with learners in direct experience and focused reflections in order to increase knowledge, develop skills, and clarify values,"

Brevard College will seek innovation in classrooms connected to the world so that our academic programs achieve regional and national recognition. Brevard College is located in a culturally vibrant community in the Blue Ridge Mountains. Guided by the heritage and traditions of the United Methodist Church and the college motto, "Learn in Order to Serve," we encourage purposeful contribution to community and thoughtful stewardship of the environment.

Brevard College will preserve an intimate learning environment while significantly increasing enrollment and endowment. We will attract a diverse, national, and international student body that will graduate at rates exceeding national averages. We will attract and retain appropriately credentialed faculty who will offer an outstanding experiential liberal arts education for our students.

Brevard College will provide a living and learning environment with active, creative programs and facilities that are safe, comfortable, and sustainable with up-to-date technology. The athletic programs will be competitive and complement the total campus experience.

Brevard College will educate and inspire students to make positive changes in the world.

EXPERIENTIAL EDUCATION DEFINED

Experiential education is a philosophy that informs many methodologies in which educators purposefully engage with learners in direct experience and focused reflection in order to increase knowledge, develop skills, clarify values, and develop people's capacity to contribute to their communities (Roberts 2016, p. 23, quoting the Association of Experiential Education).

FLOW OF STRATEGIC *Planning*



8 | LIVE A LIFE OF ACTION



MISSION

VISION

STRATEGIC PRIORITIES

STRATEGIC INITIATIVES

MEASURABLE OUTCOMES

FLOW OF STRATEGIC PLANNING | 9

Strategic Priority: **INCREASE FIRST-TO-SECOND YEAR RETENTION**

Keeping students engaged and excited about their education at Brevard College is essential to the success of both the student and the institution.



■ **DIRECT MARKETING TO HIGH SCHOOL SOPHOMORES & JUNIORS**

Directly address students earlier in the college selection process to sooner introduce them to Brevard College's presence and approach, furthering their investment in completing their education at Brevard College.

METRIC: Retention Rate

■ **IMPLEMENT A DATA DRIVEN, SUCCESS MENTORS PROGRAM FOR FIRST-YEAR STUDENTS**

Provide first-year students additional one-on-one support to ensure their needs are met and guidance is provided during their transition into college. This results in greater student security and investment in their Brevard College education.

METRIC: Retention Rate



■ PURCHASE MODERN STUDENT RETENTION TRACKING SOFTWARE

Gather data to better analyze drop-out rates and causes; identifying key weaknesses in existing support systems; and allow intervention prior to students leaving.

METRIC: Retention Rate

■ HIRE AN ASSOCIATE ACADEMIC DEAN

New position serves to further administrative direction over planning, organization, and outreach. Improves communication between administration and departments, addressing needs involving staff, students, and community matters.

METRIC: Retention Rate



Strategic Priority:

ENHANCE OUR EXPERIENTIAL CURRICULUM THROUGH ACADEMIC INITIATIVES

Brevard College offers academic programs that create 21st century learners who can adapt to an ever changing job market.



■ IMPLEMENT SIGNATURE INTENSIVE LEARNING OPPORTUNITIES (ILO)

Provides students with the chance to gain concentrated and powerful knowledge to further them quickly in their education and gain more value from their degree. Simpler to implement than an entire academic program and provides value across all departments.

METRIC: Retention Rate

■ ADD NEW UNDERGRADUATE PROGRAMS

Further Brevard College's standing as a leader in real-world experience. Prepare engaged students for further education. Meet changing education demands for the current job market.

METRIC: Enrollments in New Program

■ ADD NEW GRADUATE PROGRAMS

Additions of new and competitive programs attract students to Brevard College as the institution rises to meet changing demands in the job force and expands offerings in programs that are performing well.

METRIC: Retention Rate



■ CREATE AN INTENSIVE LEARNING OPPORTUNITY (ILO) DURING C.R.E.E.K. WEEK

A concentrated and multi-disciplinary opportunity for intensive education on campus serves to further develop the value of College Readiness and Experiential Education Week for first-time full-time students adjusting to college life.

METRIC: Retention Rate

■ ENHANCE THE INSTRUCTIONAL TECHNOLOGY POSITION

Getting quality equipment and resources into the hands of our students is a top priority. Providing new resources to this position will improve learning college-wide.

METRIC: Retention Rate

■ IMPLEMENT ONLINE SUMMER SCHOOL

Supplementing students's courses over the summer allows students to continue with their program, earn degrees faster, and work while furthering their education. Online learning allows students another opportunity to take courses needed to complete their degrees and gives students greater flexibility to stay engaged with their education.

METRIC: Enrollments

16 | LIVE A LIFE OF ACTION

■ ADD DIRECTOR OF TEACHING & LEARNING POSITION

Director occupies a pivotal role as teaching and student point person with issues concerning learning and teaching styles and methods. Serves as faculty mentor and problem solver. Leads new teaching initiatives college-wide.

METRIC: Retention Rate

■ ADD AN ASSESSMENT & COMPLIANCE POSITION

Position serves to monitor and amend college practices in order to comply with applicable standards and procedures.

METRIC: Retention Rate



STRATEGIC PRIORITIES | 17

Strategic Priority: **ENHANCE FACULTY & STAFF BENEFITS**

We know our people make the difference. To provide the best learning for our students, we must care for our faculty and staff who support them.



■ **INCREASE FACULTY & STAFF PAY**

Increasing pay for all Brevard College faculty and staff will improve job satisfaction and reduce stress on all personnel to better allow them to deal with increased living costs.

METRIC: Peers & Aspirants Comparison Data

■ **RE-CONSTITUTE FACULTY & STAFF RETIREMENT BENEFITS**

Changes in retirement benefits and the national economy have left many individuals with insufficient savings to fund their retirement. Brevard College will increase salaries and retirement benefits to help counter these losses.

METRIC: Peers & Aspirants Comparison Data



Strategic Priority: **IMPROVE BREVARD COLLEGE BUILDINGS & FACILITIES**

Brevard College students depend on our facilities for living, learning, and more. Supporting these spaces improves their experience.



■ **DEVELOP A COMPREHENSIVE CAMPUS MASTER FACILITIES PLAN**

Plan for future needs, preservation, or replacement of existing facilities, and lay out improvement to grounds to accommodate larger classes of incoming first-year students. Address need for more parking, update residences, and update classroom spaces.

METRICS: Retention Rate

■ **INCREASE FACILITIES PERSONNEL BUDGET**

Maintaining and managing existing facilities better preserves the existing infrastructure, prolonging useful life of facilities and improving student, community, and visitor experiences on campus.

METRICS: Retention Rate



■ **ADDRESS DEFERRED MAINTENANCE ISSUES ACROSS CAMPUS**

Tackling existing and known issues across campus will resolve current complaints from students and faculty. Addressing known issues will improve current student experiences and preserve existing facilities.

METRICS: Retention Rate

Strategic Priority:

STRENGTHEN THE FINANCIAL HEALTH OF BREVARD COLLEGE

To continue serving our future students for generations to come, financial stability must be secured in the present.



INCREASE & ENHANCE FUNDRAISING EFFORTS

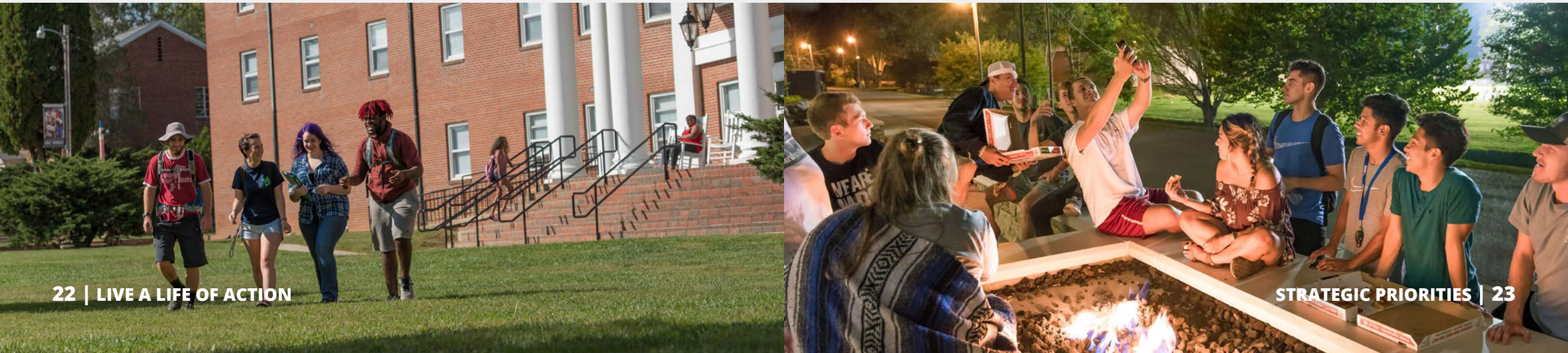
Reach out to the community to support higher education and long established local college. Translate community benefit from support of Brevard College and supporting students in Transylvania County.

METRICS: Alumni Giving, Gifts, & Composite Financial Index (CFI)

INITIATE & COMPLETE A CAPITAL CAMPAIGN

Building on the strategic vision that creates lives of action, initiate a capital campaign that enhances the College's bold commitment to student success.

METRICS: Alumni Giving, Gifts, & Composite Financial Index (CFI)



■ GROW ALUMNI SUPPORT

Call on alumni to contribute to new improvements on campus and expansion of Brevard College Educational Programs.

METRICS: Alumni Financial Contributions

■ STRENGTHEN THE COLLEGE BUDGET

Thorough and realistic fiscal planning, investment strategy, and elimination of poor-returning investments.

METRIC: CFI

ADDITIONAL *Goals*

STUDENT ENROLLMENT GOALS

- **FALL 2019: 783**
- **FALL 2020: 874**
- **FALL 2021: 964**
 - 919 Undergraduate Students
 - 45 Graduate Students







BREVARD COLLEGE
BREVARD, NORTH CAROLINA

LIVE A LIFE OF ACTION

One Brevard College Drive • Brevard, NC 28712 • 828-884-8332 • brevard.edu