



# Institutional Goals & Strategies

## 2017-2021



# *Our Mission*

Bryn Athyn College of the New Church serves as an intellectual center for all who desire to engage in higher education enriched, guided, and structured by the study of the Old Testament, New Testament, and theological writings of Emanuel Swedenborg.

This education challenges students to develop spiritual purpose, to think broadly and critically from a variety of perspectives, and to build intellectual and practical skills. The ultimate purpose is to enhance students' civil, moral, and spiritual life, and to contribute to human spiritual welfare.





## GOAL 1

# Financial Sustainability

*Return to cash flow break-even within the FY17-FY21 forecast period.*

- Strategy A: **Student Revenues**  
Enhance student revenues (tuition, fees, room/board).
- Strategy B: **Return on Assets Program**  
Generate new revenue streams through rentals, grants, and partnerships.
- Strategy C: **Advancement/Annual Giving**  
Develop a coordinated fundraising plan for strategic objectives (*see goal 7*).
- Strategy D: **Sustainable Endowment Payout**  
Return to a sustainable endowment payout.



## GOAL 2

# Enrollment, Recruitment, and Retention

*Achieve an enrollment of 500 students who can contribute to and benefit from the institution's mission by using both recruitment and retention strategies.*

- Strategy A: **Recruit & Enroll**  
Increase recruitment and enrollment numbers.
- Strategy B: **Retain**  
Achieve desired enrollment through retention strategies.



### GOAL 3

## Quality Work Environment

*Attract and retain high-quality, mission-focused faculty and staff by providing a quality work environment.*

- Strategy A: **Faculty/Staff Size**  
Increase faculty and staff commensurate with enrollment while maintaining mission-fit.
- Strategy B: **Faculty/Staff Credentials**  
Strengthen faculty and staff credentials while maintaining mission-fit.
- Strategy C: **Workloads, Compensation, Benefits**  
Align workloads, compensation, and benefits with institutional values.
- Strategy D: **Professional Development**  
Support professional development for faculty and staff.
- Strategy E: **Research**  
Develop opportunities for increasing faculty participation in research.



## GOAL 4

# Academic Programs

*Provide academic programs that lead to strong life-long uses.*

- Strategy A: **Mission Focus**  
Strengthen mission-centered aspects of academic programs.
- Strategy B: **Develop/Enhance Programs**  
Develop and enhance programs that broaden the choices for useful service.
- Strategy C: **Swedenborg Library**  
Increase effectiveness and impact of library, and promote the development and use of New Church heritage resources.
- Strategy D: **Academic Support**  
Provide support for academic success.



## GOAL 5

# High-Quality Student Life Experience

*Foster the development of the whole person, and increase student retention by enriching students' spiritual, mental, social, and physical lives through a mission-centered student life program.*

- **Strategy A: Spiritual Growth**  
Provide opportunities for spiritual growth by engaging students in religious life programs.
- **Strategy B: Student Life Services**  
Improve Student Life services by enhancing programming and providing necessary resources.
- **Strategy C: Athletics**  
Provide an athletic experience that promotes the mission of the college and individual development.



## GOAL 6

# Infrastructure

*Provide sufficient and sound infrastructure to support achievement of all goals.*

- Strategy A: **Student Activity Space**  
Provide more/improved spaces for student activities/recreation and socialization.
- Strategy B: **Offices and Classrooms**  
Provide more/improved classrooms and offices in support of new programs.
- Strategy C: **Security and Maintenance**  
Enhance security and maintenance of facilities.
- Strategy D: **Depreciation**  
Reinstate depreciation funding.





## GOAL 7

# Alumni and Community Relations

*Facilitate and nurture the ongoing engagement of the College's alumni, parents, and friends, as measured by communication and attendance metrics, volunteerism, and philanthropic giving.*

- Strategy A: **Monetary Donations**  
Increase the number and amount of donations from alumni and friends supporting the College's operations and financial priorities.
- Strategy B: **Participation**  
Increase active participation of alumni and volunteers in college programs.
- Strategy C: **Visibility**  
Increase institutional standing and awareness in the marketplace.

**BRYN ATHYN COLLEGE**

*Become a Better You*

