



Tabor
College

The Tabor Experience

Strategic Plan 2016

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From the Steering Committee

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The Tabor Experience

Life can be described as a series of experiences and relationships. These experiences and relationships lead to greater clarity and direction, and fortify our sense of identity in the world around us. Without these experiences and relationships, we would fail to develop into the person God intends us to become. Experiences and relationships are important; they define us.

Going to college is not much different. The college experience – when done well – can be a rich collection of events and relationships that define one’s identity and direction. There are few opportunities to shape one’s future as influential as the college experience. We have been thinking a lot about our college experience and the formative relationships at Tabor.

In September 2010, Tabor College embarked on a journey of creating our strategic plan for the future. We developed a thoughtful and wise steering committee to guide the process and engaged a strategic planning firm to assist our efforts. Perhaps the most inclusive strategic planning process ever in the history of the College, over 20 members of our faculty, student body, administration, and board of trustees met each month, reviewing research and making plans for the future. All employees had opportunity to provide input into the plan early on in the process and the faculty engaged in a discussion of the plan at a faculty retreat. Faculty and staff were invited and participated in work groups that formulated the strategic goals of the pillars. The plan is a work of us all.

As a result of this planning experience, we have unapologetically confirmed our Christ-centeredness by reaffirming our mission, vision, and core values. We have developed a set of guiding strategic principles that provide clarity and focus to our plan. And, we have outlined some key assumptions about our future. Organically, we have addressed recruitment, retention, and excellence.

But, along the way, we found something more important – we call it **The Tabor Experience**. Tabor’s blend of Christ-centered identity formation, distinctive educational experiences, and quality, excellence, and professional development is one of a kind. Our strategic plan is built around this concept and I am honored to share it with you.

With joy,

Jules Glanzer, President

Our Mission

Preparing people for a life of learning, work, and service for Christ and His kingdom.

Our Vision

To be the college of choice for students who seek a life-transforming, academically excellent, globally relevant, and decidedly Christian education.

Core Values

- Christ-Centered: The primary value of Tabor College is the desire to be a Christ-centered institution. All activities and programs flow out of this value and are evaluated in reference to it. The Mennonite Brethren Confession of Faith provides the biblical and theological foundation for the institution.
- Learning: The purpose of Tabor is to promote learning. Tabor recognizes that learning occurs in informal settings as well as in the classroom and organized field experiences. Our goal is to develop students who are broadly educated, competent, and embrace the joy of learning which will last a lifetime.
- Service: Service is at the heart of Christ-centered education. We emphasize the value of caring for others in all that we do.
- Involvement: We believe that engagement increases learning. Participation, both in the formal classroom and outside of it, is an effective way to prepare students for a life a work and service.
- Community: Tabor values community. It desires to be a place where individuals feel like they belong, where there is a sense of mutual support, and members hold each other accountable.

Strategic Planning Assumptions

- Tabor College will continue to operate from a Christ-centered and decidedly Christian orientation. This is non-negotiable.
- We will redesign our curriculum for greater clarity, purpose, and efficiency, infusing our strategic platform.
- Technology will play an integral role in the future as we share our programs.
- Our commitment to quality, excellent, faculty development, and marketing is woven into our strategic plan.
- We affirm our commitment to Hillsboro-based co curricular activities, especially music, art, athletics, and other signature programs.
- Potential new program offerings will need to be interpreted carefully through this new framework.

Guiding Strategic Principles

- Creativity and Innovation: An entrepreneurial spirit will distinguish Tabor, creating high quality programs that are relevant, effective, adaptable, and cost effective in a dynamic world.
- Empowerment: Tabor will develop and equip people for their respective roles within our new plan, leading to personal fulfillment and organizational alignment for the future.
- Generosity: Tabor will be most like Jesus when we serve generously. The heart of service is generosity, which will lead to providing an ultimate customer experience for our students, our reason for existence.
- Outcomes: Tabor will breed a brand of excellence where accountability and execution are essential ingredients. We will all work towards the accomplishment of our common mission because we know what results are expected.

Strategic Enhancements

As a result of our strategic planning process, Tabor has invested in multiple strategic enhancements in our program. We view these enhancements as an important, ongoing aspect of our strategic thinking and positioning that serve to propel the College into the future. These strategic enhancements include the following.

- Performing Arts: The expansion of our excellent performing arts program, including the addition of new personnel and enhanced facilities;
- Curriculum Review: Our ongoing academic curriculum review process and increased faculty as a result;
- Technology: The enhancement of technology as a teaching, learning, and management tool via increased infrastructure, training, and management;
- Athletics: The expansion of our outstanding athletic programs in track and field, soccer, women's basketball, and through the addition of bowling and coaching personnel;
- Compensation: Faculty and staff compensation increases as a result of increased enrollment and revenue;
- Social Work: The strategic expansion of our Social Work program as it resonates strongly with our mission;
- Recruitment and Retention: The creation of a true partnership between the academic program and enrollment management, resulting in a stronger recruitment and retention effort.
- Ministry Quest: Serving our church youth groups with retreats and a discipleship program that encourages our youth in hearing the call to vocational ministry;
- Graduate Theological Education: The creation of a graduate ministry degree that will serve the church by developing competent ministry leadership in an online format.

Our Strategic Platform

The Tabor Experience builds a liberal arts education around **three distinct areas of focus**: Christ-centered Identity Formation, Distinctive Educational Experiences, and Quality, Excellence, and Professional Development.

Focus One: Christ-Centered Identity Formation

- Strategic Objective: To create an optimal environment for spiritual growth for our students.
- Unique Benefit: To foster both evangelism and discipleship of students through our community.
- Strategic Goal Highlights:

Institutional Identity and Faith Integration:

1. Articulate how Tabor College is a transformational organization. (Working framework: "Tabor College is transforming in that all students wrestle with the meaning and applicability of Christianity through an aggressive, varied presentation of the gospel.").
2. Utilize the 2011-2012 Scholar In Residence program to specifically explore faith integration with emphasis on Tabor's historic institutional/denominational identity in an increasingly pluralistic faith community.
3. Hire a 1.0 FTE Campus Pastor to nurture an enriching spiritual climate for students, faculty, and staff.
4. Engage students in small and/or focus groups (potentially linked to new chapel program).

Focus Two: Distinctive Educational Experiences

- Strategic Objective: To design an intentionally focused series of educational experiences in the Tabor Experience which results in a distinctive and relevant liberal arts education.
- Unique Benefit: To enhance the Tabor Experience providing another reason to select Tabor.

Experience One: Mentoring Relationships

- Strategic Objective: To provide a mentor for every student.
- Unique Benefit: To enhance retention and promote professional development.
- Strategic Goal Highlights:

Mentoring Relationships:

1. Comprehensive review of current programming for new students.
2. Revision of programming to include clear transition from "acclimation" to pre-mentoring in second semester of a new student's first year.
3. Identify initial cadre of mentors representing all sectors identified in the strategic plan.
4. Oversee the creation of a web-based portal through which students can select their two mentors (academic area and personal/professional) and that track activity. This portal needs to tie into JICS relational databases for ease of use.
5. Hire a .5 FTE to coordinate mentoring program.
6. Introduce mentoring program during spring semester 2012 for first year students (implementation with same group in fall 2012). Mentoring will revolve around one primary objective: writing the life mission statement. Mentors will likely have contact with their mentees at least once a month.
7. Continue with first year students every spring semester. Invite all juniors and seniors to participate in mentoring relationship program.

Experience Two: Cross-Cultural Experiences

- Strategic Objective: To require that each student have a cross-cultural experience.
- Unique Benefit: To instill into each student a global awareness and cultural relevance and competency.
- Strategic Goal Highlights:

Carson Center Programming:

1. Develop defining document for Tabor College cross-cultural experiences.
2. Develop policy manual for cross-cultural experiences.
3. Develop a rolling 3-year schedule for Tabor sponsored travel experiences.

4. Develop a series of courses that can be delivered by non-traditional means for use in cross-cultural settings. Start with two courses: Intercultural communication and a new course "Reading the Bible in a cross-cultural setting".
5. Conduct a feasibility study for Semester in India Program.
6. Conduct a feasibility study for domestic cross-cultural experiences.
7. Propose \$100-\$150/student/semester international travel fee, including policy for implementing such a fee.
8. Develop curriculum and train on site staff for semester in India program.
9. Develop curriculum, schedule and staffing for short term, domestic, cross-cultural experiences.
10. Develop two additional courses that can be delivered non-traditionally.

Experience Three: Positive Influence Through Leadership

- Strategic Objective: To create a leadership institute within the fabric of the Tabor experience.
- Unique Benefit – To raise the leadership capacity of our graduates and to increase the quality of our entering students.
- Strategic Goal Highlights:

Leadership:

1. Initiate the President's Scholars/Fellows Program.
2. Fold leadership programming into curriculum review process, exploring the possibility of all majors having a junior and senior research/application block.
3. Hire a .5 FTE to coordinate leadership program.
4. Conduct feasibility study for Leadership Center
5. Implement with current juniors via the incoming class of 2011-12.

Experience Four: Practical and Professional Experiences

- Strategic Objective: To require each major to have a practicum or internship to ensure the vocational relevancy of our programs.
- Unique Benefit: To provide greater employment opportunity to all students.
- Strategic Goal Highlights:

Internships:

1. Explore the possibility of all majors having a junior and senior research/application block.
2. Internships: Hire a .5 FTE to coordinate internship program.
3. Implement with current juniors via the incoming class of 2010-11.

Focus Three: Quality, Excellence, and Professional Development

- Strategic Objective: To implement principles and standards of excellence throughout the College.
- Unique Benefit: To function as an institution with increased effectiveness and efficiency.
- Strategic Goal Highlights:

Technology:

1. Identify and purchase a third party product such as Live Text that would assist with artifact collection for mentoring as well as institutional assessment.
2. Issue a scope of work document for a comprehensive website and collateral redesign.
3. Identify and purchase a third party product such as e2Campus that would assist with crisis management communication.
4. Implement online registration, including document imaging, workflow management and Jenzabar's "Academic Planner" module.
5. Redesign "TLC" processes for greater effectiveness.
6. Implement identity management to campus authentication processes.

Professional Development and Campus Climate:

1. Provide increased professional development funding for faculty and staff.
2. Review commitment to expectations regarding faculty scholarship.
3. Participate in Best Christian Workplaces Institute assessment or similar instrument.
4. Request that faculty and staff regularly attend chapel (provided office operations are not interrupted).
5. Improve campus attractiveness and accessibility.

Implementing Our Plan

The Tabor Experience is valued and appreciated by many. The Strategic Plan outlined above is designed to look into the future and build on Tabor Experience in a way that will prepare our students for a life of learning, work, and service for Christ and His kingdom in the 21st Century. Enhancing a solid liberal arts education with practical and professional experiences around Christ-centered identity formation creates a distinctive experience for those whom we serve.

As we move toward the future, we view this plan as a clear framework: strategic in nature yet flexible in implementation. During the next five years, all future strategic decisions regarding Tabor College will be made using this plan as a lens for the future. In the spirit of this framework, this plan has adopted the following four implementation principles:

1. This plan is our strategic framework for the future. We intend to accomplish all items in this plan and will reevaluate our plan on an annual basis to ensure the practicality and effectiveness of our goals.
2. This plan informs all future strategic decisions. This means that the plan is critical as a decision lens when considering new items that emerge that were not initially in the strategic plan.
3. The budget and proposal process is the way we incorporate the plan. We will consider financial commitments by using the strategic plan as our decision lens and the budget and proposal process will be designed to measure against the plan.
4. The plan will be funded through enrollment and revenue growth. We view Tabor College – Wichita and our online programs as an untapped revenue stream to fund new initiatives. Therefore, we will place increasing focus on these programs that enjoy open capacity and revenue opportunity in order to reinvest back into our programs.
5. Assessment and accountability will rest with the AQIP Institutional Assessment Committee under the leadership of the VP of Academic Affairs. Each semester the Institutional Assessment Committee will review progress made in implementation and incorporation of the plan.