

**REPORT TO THE GENERAL ASSEMBLY
OF THE
CUMBERLAND PRESBYTERIAN CHURCH
BY
THE BOARD OF TRUSTEES OF BETHEL UNIVERSITY**

As Bethel University begins the 170th year of service in the area of Christian higher education she is privileged to be a Covenant partner with the Cumberland Presbyterian Church. The Board of Trustees has reviewed and approved the revised covenant document prepared by the joint committee and see that document as a good framework for continuing the vital relationship between Bethel University and Cumberland Presbyterian Church.

This year's report to the General Assembly had its origin in the president's report to the Board of Trustees on March 30, 31, 2012. We provide this report as information that we hope will give insight into the dynamic work going on in your university.

All that Bethel University does is driven by Bethel's mission which has been articulated as follows:

To create opportunities for members of the learning community to develop to their highest potential as whole persons – intellectually, spiritually, socially, and physically – in a Christian environment.

THE CONTENTS of this report are as follows:

- i. Planning for SUCCESS
- ii. Organizing for SUCCESS
- iii. Operating SUCCESSfully

i. Planning for SUCCESS

In 2010 the Board of Trustees of Bethel University initiated a new and progressive planning model. Board vision would drive the process. A vision setting meeting was held on March 11, 2011. In light of the Board vision, the administration was asked to suggest organization- wide goals. These were presented to the Board of Trustees on June 24, 2011 and, in altered form, were adopted on August 20, 2011. With direction and goals in place, unit leadership was informed on November 7, 2011 and January 26, 2012. The unit level strategic planning process then began in earnest! How do we move Bethel University toward the vision? What needs to be done to achieve the goals?

**Board Visioning Session
March 11, 2011**

Each board member was asked to describe his/her motivation for being part of Bethel today. The following comments were given:

What motivates you to be a part of Bethel?

- Cumberland Presbyterian “pride” in the university
- Honored to be part of this group
- 40-50 years as a Cumberland Presbyterian; an alumni of BU
- Student here in the 50s; good people involved
- Have seen its development from the time it almost closed and watched the growing pains until BU has become what it is today
- Several generations in my family have attended; I want to give back and it’s exciting to be a part of the school today
- Have been a Cumberland Presbyterian for 50-60 years; worked for the church; local resident and many family members attended BU
- Dr. Prosser presented his vision and the impact on students; we are making a difference in the lives of students
- I have watched Dr. Prosser and believe in the vision
- Cumberland Presbyterian; live in Jackson and have known of BU over the years; it’s an exciting vision and the structure is in place to make it happen
- From McKenzie; graduated BU in the 50s and now glad to be a part of it
- Student here in the 60s and the professors made a difference in my life; it is a school of second chances
- Cumberland Presbyterian since birth; this is a part of my values; I graduated from here and my parents passed these values on to me
- My father was on the board; he was BU graduate and I loved and respected him; committed and passionate about the mission and also economic impact in local community
- Cumberland Presbyterian; family members are alumni; proud Texas and BU’s reach is far
- Minister; graduate of BU; family attended here too; and the visionary leadership of the school today is a source of pride

NEXT

Each board member was asked to use one or two words to describe his or her impression of Bethel University as it exists today. Individuals offered the following words:

- Cutting edge
- Innovation
- Passionate
- Exciting
- “International pull” – from sports and games
- Transition
- Diamond in the rough
- Enthusiastic
- Optimistic
- Futuristic thinking
- Riding the wave
- Strong board
- Success at hand
- Dynamic
- Individual attention

- Faster the growth, the greater the risk
- Rapid evolution
- Confident
- Self-sustaining
- Poised
- Great
- All of the above

STRATEGIC PLAN GOALS -- 2012-2017

1. OVERALL

Move from the “Master’s-Medium” Carnegie classification (institution grants 100-199 graduate degrees a year) to the “Master’s Large” classification (institution grants 200 or more graduate degrees per year) through enrollment growth

Be a resource for the Cumberland Presbyterian Church and the Cumberland Presbyterian Church in America

2. MARKETS

Continue to serve current market in the southeastern U.S.

Develop a strategic marketing plan for CLA (College of Liberal Arts)

Develop a program to attract additional Cumberland Presbyterian students

Expand online programs to have national reach

Provide service (marketing and student life) to attract Hispanic students

3. ACADEMIC PROGRAMS

Education

Earn NCATE (National Council for the Accreditation of Teach Education) accreditation 2012

Add Ed. S (Educational Specialist – additional hours above the Master’s but less than a doctorate) 2014

Add Ed. D (Doctor of Education) 2016

Expand programs into non-licensure areas (Global education, corporate training) 2012-2014

Criminal Justice

Prepare to add Ph.D. (Doctor of Philosophy) degree in 2020

Business

MBA (Master of Business Administration) Add concentrations in Healthcare Management, Information Technology and Marketing

Prepare to add Ph.D. (Doctor of Philosophy) in Business in 2018

Religious Studies
Establish a College of Religion

College of Liberal Arts
Stimulate programs that produce less than 5 graduates per year (average)
Begin in 2012 to continuously monitor programs for vitality and sustainability
By 2017 pare major programs down to vital programs
Consider adding associate's degree program

4. EXPAND PROGRAMS IN HEALTH SCIENCE AREAS

RN (Registered Nurse) to BSN (Bachelor of Science in Nursing) program online
Expand PA (Physician Assistant) program
Online MSN (Master of Science in Nursing)

5. ACCREDITATION

Successfully complete SACS (Southern Association of Colleges and Schools) 5th year
Report in 2014
Move from Level III (masters) to Level IV (educational specialist) in 2014
Move from Level IV (educational specialist) to Level V (1-3 terminal degrees) in 2016
Revive associate degrees
Initiate preparations for 2018 reaffirmation beginning in 2016
Prepare to move from Level V (1-3 terminal degrees) to Level VI (more than three terminal degrees) in 2020

6. ENROLLMENT

Overall enrollment by 2017 – 12,200 students
Offer general education program in English to international students (additional 50-100 students per year)
Develop relationships with high schools with significant Hispanic populations

7. ENROLLMENT BY COLLEGE

CLA College of Liberal Arts – 1900
Expand international student population
Expand Hispanic student population through relationships
CPS College of Professional Studies – 2400 (2000 Success + 400 OL (Online Success))
Coe College of Education – 1000 (200 Teaching Excellence + 250 Administrative + 100 Corporate Training + 150 Educational Specialist + 100 Doctor of Education + 200 Conflict Resolution)
CCJ College of Criminal Justice – 3500 (2500 BS (Bachelor of Science) + 1000 MSCJ (Master of Science in Criminal Justice))
CHS College of Health Sciences – 500 (200 PA (Physician Assistant) + 50 BSN (Bachelor of Science in Nursing) + 200 MSN (Master of Science in Nursing) + 50 OT (Occupational Therapy/PT (Physical Therapy))
CGS College of Graduate Studies – 600 MBA (Master of Business Administration)
CRS College of Religious Studies - 300

8. ADMINISTRATIVE

Implement a presidential succession plan – Establish succession timing plan based on
Progress toward achieving institutional goals set by board and willingness and
ability of president to continue and satisfaction of board with president's
performance

Establish a profile of desirable candidate

Identify a national recruiter to identify candidates

Establish a culture of excellence in customer service in all parts of the university for
Internal and external customers

9. PHYSICAL

Complete current construction projects

Consider constructing 2nd wing of Heritage Hall

Maintain McKenzie campus – continuous

10. FINANCIAL

Build a \$5 million cash (or immediately available investment) reserve

Grow net tuition to \$65 million

Continue to produce balanced budgets with surpluses each year

11. FINANCIAL

Complete the current capital campaign

Initiate a campaign to build the endowment by \$1 million

Increase investments to \$18 million

12. INSTITUTIONAL CULTURE AND ENVIRONMENT

Maintain the culture and environment of nurturing students and meeting their needs
regardless of location and mode of delivery of educational service

Maintain an environment of inclusion and tolerance consistent with the Cumberland
Presbyterian tradition

ii. Organizing for SUCCESS

Bethel University is not

- a static organization
- a position based organization
- a bureaucratic modeled organization

- Bethel University utilizes a dynamic model. Form does not exist for itself but for Mission, Vision, and Goal fulfillment.
- Though Bethel University has some positions, achieving goals trumps privileges, prerogatives and job assignments of positions. Bethel University is a performance based organization.
- Bethel University continuously battles tendencies of bureaucracy to fossilize, shut down constructive movement and turn in on itself.

A reason not to accomplish something can always be found. Bethel University's operating Mantra is to act upon the world, not just be acted upon by the world. Our philosophy is "Make it Happen".

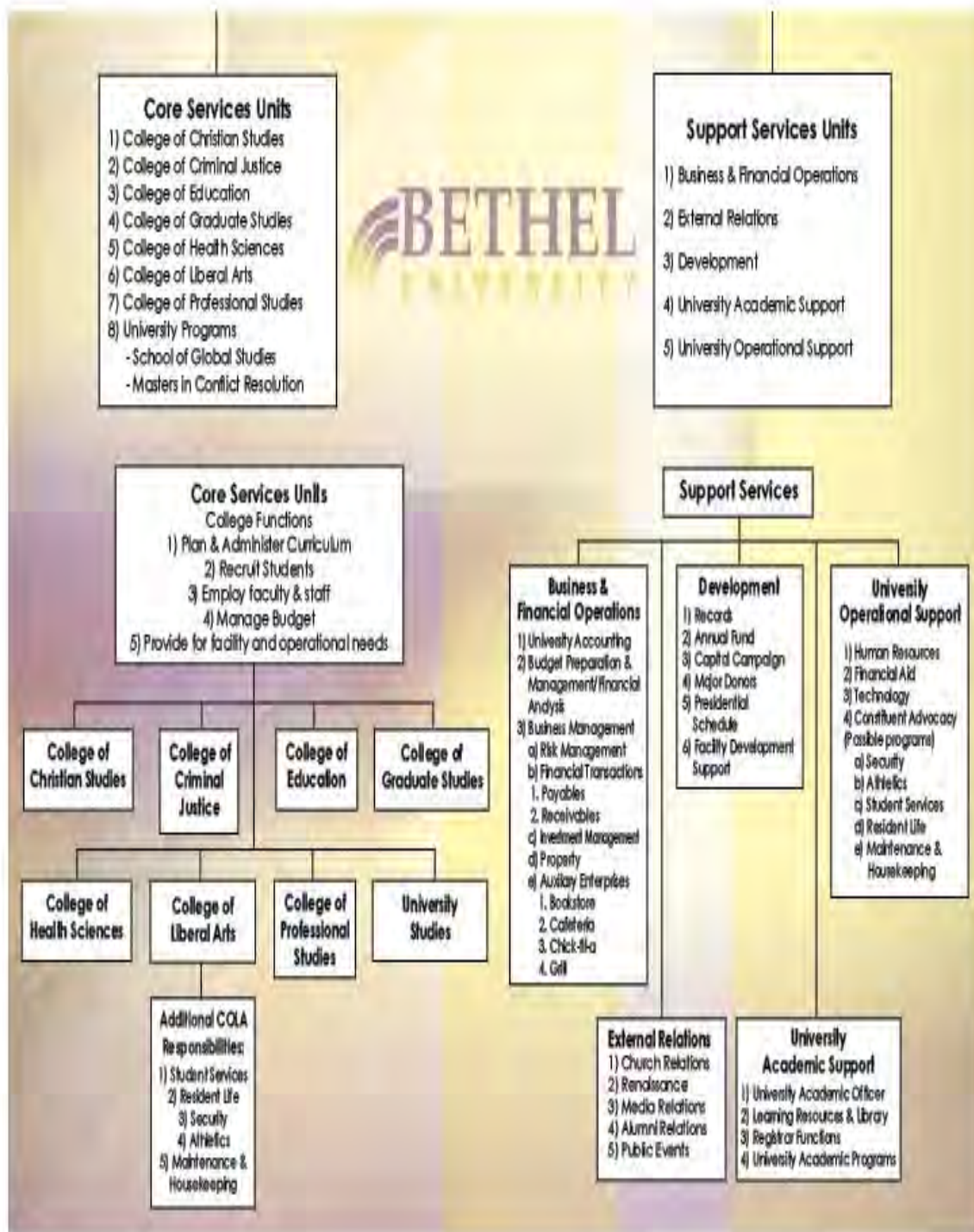


2012



FUNCTIONAL ANALYSIS OF ORGANIZATIONAL STRUCTURE





iii. Operating SUCCESSfully

“The best laid plans...” mean nothing if they won’t work or if they are not made to work. What follows is a glimpse into the life of the core services units; the colleges and schools. Some of these have been in existence for 170 years. Others are in development.

When the Board of Trustees established a vision that called for continued growth, progress and achievement and adopted aggressive goals, your administration immediately picked up the mantle. Our operating primus is quality programs that meet genuine human and societal needs and are approached with Christian insight and zeal call forth the best that all members of the Bethel team have to offer.

Comparison
First six months of Fiscal Year

	2011 January 31	2012 January 31	Change
Students			
College of Liberal Arts	1,149	1,280	11.4%
College of Professional Studies	2,278	3,126	37.2%
College of Education	309	388	25.6%
College of Health Sciences	50	100	100.0%
College of Criminal Justice	295	1,009	242.0%
Univ Studies - Master of Conflict Resolution	22	22	0.0%
Total	4,103	5,925	44.4%
	2011 January 31	2012 January 31	Change
Student Revenue			
College of Liberal Arts	\$11,975,767	\$14,482,159	20.9%
College of Professional Studies	\$ 9,306,022	\$11,517,999	23.8%
College of Education	\$ 1,084,188	\$ 1,268,933	17.0%
College of Health Sciences	\$ 1,093,335	\$ 1,538,485	40.7%
College of Criminal Justice	\$ 680,490	\$ 3,247,012	377.2%
Univ Studies - Master of Conflict Resolution		\$ 102,000	N/A
Total	\$24,139,802	\$32,156,588	33.2%

Cost of Capital as a Percent of Revenue
Historical Comparison of Revenue and Interest Expense for the Years Ending

	July 31, 2004	July 31, 2007	July 31, 2008	July 31, 2009	July 31, 2010	July 31, 2011	Jul. 31, 2012 Projected
Total Net Revenue (net of scholarships)	\$21,686,867	\$24,639,271	\$25,519,124	\$29,966,340	\$40,543,084	\$43,672,335	\$59,191,107
Interest Expense	877,157	986,631	852,442	877,532	861,489	1,319,550	2,119,366
Interest Expense as a % of revenue	4.0%	3.9%	3.3%	2.9%	2.1%	3.0%	3.6%

COLLEGE OF LIBERAL ARTS

Established 1842

First six months of last fiscal year compared to first six months of this fiscal year.

	January 31, 2011 Last Year	January 31, 2012 This Year	Change
Number of students	1121	1266	14.5%
Net student generated revenue	\$11,243,495	\$13,568,754	20.7%
Students accepted for admission	168	416	348

Highlights:

Leadership – Dr. Ron Deming

Playing in National Tournament: Inline Hockey

- Won the National Tournament 04/14/12 beating UNLV

Mission Trips

New Initiatives

- Gymnasium to host May Graduation
- Chick-fil-a to open July 19, 2012
- Apple Computer to open Fall 2012
- Division of Religion & Philosophy created

COLLEGE OF PROFESSIONAL STUDIES

SUCCESS & MBA

Established 2009

First six months of last year compared to first six months of this year.

	January 31, 2011 Last Year	January 31, 2012 This Year	Change
Number of students	2278	3126	84.8%
Net student generated revenue	9,306,022	11,517,999	23.08%

Number in on ground (traditional) format - 1813

Number in online format - 1313

Highlights:

Leadership – Ms. Kelly Kelley, Dr. Dorothy Black

Largest Graduate Business School in state of Tennessee

New Initiatives

- Specializations in IT and Health Care

COLLEGE OF EDUCATION

Established 2010

First six months of last year compared to first six months of this year.

	January 31, 2011 Last Year	January 31, 2012 This Year	Change
Number of students	309	388	25.6%
Net student generated revenue	1,084,188	1,268,933	17%

Number in on ground (traditional) format – 76

Number in online format – 312

Highlights:

Leadership – Dr. Randy Cromwell

Bethel educated teachers held in very high regard

New Initiatives

- Partnership with Roane State Community College
- National recruiting for online program
-

COLLEGE OF HEALTH SCIENCES

Established 2011

First six months of last year compared to first six months of this year.

	January 31, 2011 Last Year	January 31, 2012 This Year	Change
Number of students	50	100	100%
Student generated revenue	1,093,335	1,538,485	40.7%
Number in on ground format	50	100	100%
Number in online format	0	0	

Highlights

Leadership – Mr. Steve Prosser

Nursing to join college – 2012 (fall)

New Initiatives

- Military Medic to PA Initiative (This initiative is serving as a powerful feeder to the SUCCESS and The Criminal Justice Program)
- RN to BSN online
- Athletic Training Bachelor's
- Physical Therapy Assistant (3 year program hybrid on ground and online year round)
- Masters in Radiology Assistant

COLLEGE OF CRIMINAL JUSTICE
Established 2010

First six months of last year compared to first six months of this year.

	January 31, 2011 Last Year	January 31, 2012 This Year	Change
Number of students	295	1009	242%
Student generated revenue	680,490	3,247,012	377%

Highlights:

Leadership – Dr. Ray Farris

Largest Criminal Justice Program in the state of Tennessee

One of fourteen partner programs recognized by the Federal Bureau of Investigation

COLLEGE OF CHRISTIAN STUDIES
Under Construction

Preliminary work is being done to create a College of Christian Studies. Currently we are working to determine what is needed, specific student interests, potential audiences, etc. Once in place, this program will be based upon the original documents of the Christian faith.

As a part of the preparatory work, a Division of Religion and Philosophy has been created within the College of Liberal Arts with the assignment to design a major, shepherd it through the approval process and employ qualified faculty who meet the requirements of the Southern Association of Colleges and Schools for teaching the major (related, terminal, academic degree).

Concurrently, national assistance has been consulted to ascertain most needed subject matter areas, leaders in the field (authors primarily), marketing possibilities to reach potential audiences and potential financial structures to undergird this service unit.

University Studies Programs

Leadership – Dr. Phyllis Campbell

Masters in Conflict Resolution Established 2009

First six months of last year compared to first six months of this year.

	January 31, 2011 Last Year	January 31, 2012 This Year	Change
Number of Students	22	22	0%
Student generated revenue		102,000	

Highlights:

Leadership – Dr. Randy Phillips

School of Global Studies Established 2010

Highlights:

Leadership – Dr. John Hall

Bethel University's School of Global Studies is now located on the beautiful campus of the Scarrit-Bennet Center in Nashville, Tennessee. Statistics show 80% of college students have the desire to study abroad but only 2% can afford to do so. The School of Global Studies purpose is to take our students overseas to study and to bring students from overseas to Bethel to study. Programs offered are Living History Seminar, Disney Institute Seminar, Foundations in Democracy, Bethel Summer Institute at Walt Disney World and Classical Greece.