



The Strategic Plan of BEACON COLLEGE

~ 2016 – 2020 ~

(Introduced – February 5, 2016)

Preface

The well-governed and effectively operated college is distinguished by two features: first, by its ability to identify the **needs and demands of the academic marketplace**; second, by sound judgment in **determining which of those needs and demands it should endeavour to meet**. The institution that tries to be all things to everyone ends by being not much to anyone.

Ultimately, it is a matter of institutional identity, institutional mission and vision. The well-managed college has a keen sense of direction; it knows its strengths and weaknesses; it recognizes its own limits; and it knows and adheres to its own ethos and traditions.

Our strategic planning process for 2016–2020 draws both direction and license from the definition of the well-governed and effectively administered college. The Beacon community recognizes that, even for our specialized niche, higher education is in the midst of unprecedented change, marked by robust competition, compelling innovations in instruction and course delivery, volatile economic, financial, and political forces, and escalating public expectations and scrutiny.

Our community acknowledges and enthusiastically accepts our responsibility to respond directly and forcefully to this new environment. This Strategic Plan and its individual components are understood and embraced as a community-wide responsibility requiring the coordinated efforts of all Trustees, administrators, faculty, and staff to ensure its success.

Beacon's Vision

The Vision Statement of the College stands always as an ideal that the Beacon community strives to attain, while recognizing it is an ideal that may never be perfectly realized. Our challenge is to narrow the distance between our ideal vision and the reality of Beacon as it exists today. This is a stimulating and worthy challenge, one that asks the best of all who comprise the College community.

Beacon College will be recognized as the premiere institution of higher education in the arts, the sciences, business, and technology principally devoted to the undergraduate preparation of students with Learning Disabilities (LD), Attention Deficit Hyperactivity Disorder (ADHD), and other learning differences.

Beacon's Identity, Mission, and Strategy

The College's statements of identity, mission, and strategy serve as the definitive declaration of our purpose and direction. These are the lenses through which all of the College's programs and initiatives are viewed, instituted, and measured.

Our Identity: *Beacon College* is an accredited national institution of higher education with an international reach. The College specializes in the baccalaureate preparation and empowerment of undergraduate students who learn differently. **In this arena, Beacon College is the best at "what we do."**

Our Mission: *Beacon College*, a liberal arts institution of higher education, partners with and engages undergraduates who learn differently. We provide an education and campus culture that empowers and guides our students along their individual paths to knowledge, self-discovery, and success.

Our Strategy: *Beacon College*, a four-year, regionally-accredited college, is uniquely motivated to serve students with learning disabilities, ADHD, and other learning differences. The College fosters creative thought and responsible world citizenship. We accomplish our mission by:

- Attracting faculty and staff who bring exceptional innovation, experience and expertise to their work with students.
- Employing multi-modal teaching strategies and a Learning Specialist model that provides students with a high degree of individual attention.
- Creating a supportive campus community that encourages and enriches personal development, self-advocacy, and interdependence.
- Guiding students to transform their most significant challenges into unanticipated strengths.
- Exploring new and meaningful ways to express and extend the College's singular mission and values.
- Preparing students for a life abundant characterized by self-confidence, personal and professional success, and a love for lifelong learning.

Strategic Objectives

*In its relatively brief institutional history of 27 years, Beacon College has achieved consequential milestones that even the most ambitious of our founders might not have dreamed. For collegians with LD, ADHD, and other learning differences, **no accredited institution of higher learning in America remotely approaches Beacon College's student outcomes** with respect to retention, graduation rates, post-degree employment, and advanced study.*

Among the hallmarks and animating features of Beacon's development is the community's refusal to be self-satisfied. The College is building, thoughtfully and boldly, through its Strategic Objectives 2016–2020 upon the programmatic legacy that has heretofore defined our "learning and living" community, a community that is currently experiencing sustained and robust enrollment growth.

The Strategic Objectives framing the Actions to be implemented over the Strategic Plan's five-year calendar are:

1. **Focus on Accreditation:** The College will be successful in the decennial reaffirmation process governed by SACSCOC (Southern Association of Colleges & Schools, Commission on Colleges) conducted during FYs 2017 and 2018. In doing so, Beacon College will continue to be regionally accredited for a full 10-year period (through FY 2028).
2. **Dedication to a Superior Undergraduate Program and Student Experience:** As the premier college of our kind, Beacon College will produce **exceptional, nation-leading student outcomes** while at the same time continuously improving upon the institution's academic program, our "holistically-oriented" co-curricular and extra-curricular offerings, and Beacon's undergraduate culture.
3. **Creating a Leading-Edge Residential College Campus:** In the context both of the *Credo Master Plan* and *Report on the Student Experience* (August 2015), Beacon College will continue to enhance, expand, and integrate its campus facilities, grounds, and technology in Leesburg, Florida. It will **establish a "best-of-kind" undergraduate residential teaching and learning community** that meets and adapts to the current and evolving needs of our distinct collegiate population.
4. **Commitment to Financial Security and Strength:** Beacon College will prudently manage its financial and capital resources to achieve consistently improving (year-over-year) fiscal and asset strength. The goal will be to **balance core operating realities with the need for entrepreneurial investment**, thus securing the institution and our mission in perpetuity.
5. **Expanding the Message and the Mission of Beacon College:** The College will examine, weigh, and, where and when appropriate, take advantage of

opportunities and innovations that **allow the community to better reach and serve core student and professional audiences** – existing and new.

Strategic Actions

As the popular saying goes, “with no destination in mind, any road will do.” To avert that risk, our Strategic Plan will provide all constituencies with an unwavering institutional compass set to “true north” (i.e., our Vision and Mission), as well as an institutional course mapped to chosen destinations (i.e., our Strategic Objectives). The Strategic Actions define the specific vehicles by which the College will transport itself to achieve our aims.

Each Strategic Action detailed below is categorized and aligned with the specific Strategic Objective from which it draws its authority and direction.

1. **Focus on Accreditation:** *The College will be successful in the decennial reaffirmation process governed by SACSCOC (Southern Association of Colleges & Schools, Commission on Colleges) conducted during FYs 2017 and 2018. As a result, Beacon College will continue to be regionally accredited for a full 10-year period (through FY 2028).*
 - a. The President and Vice President for Academic and Student Affairs (now Provost) will engage in all preparatory training required for institutional candidates for Reaffirmation in the SACSCOC Class of 2018 – [December 5-8, 2015](#);
 - b. The College has identified both its own Coordinator/Liaison for the SACSCOC reaffirmation process over the period FYs 2016, 2017, and 2018 (Dr. Shelly Chandler) and has been assigned our SACSCOC Institutional Liaison (Commission Vice President Dr. Charles Taylor; the date of the On-Site Visit component of the Reaffirmation process has been confirmed (October 17-19, 2017) – [December 8, 2015](#);
 - c. Provost Chandler, in her role as the Coordinator/Liaison of Beacon College’s decennial Reaffirmation process has the delegated responsibility for the direction and control of every element of the College’s preparation and execution of all SACSCOC Reaffirmation activities and requirements, and shall supervise and oversee all components for the submission of the College’s Self-evaluation (Compliance Certification) on or before March 1, 2017 – [December 9, 2015 through March 1, 2017](#);
 - d. Subsequent to SACSCOC initial review and comment on the College’s first edition of its Self-evaluation (Compliance Certification), Beacon College will make necessary refinements and corrections to this comprehensive document and submit it in final form to SACSCOC in

advance of the Commission's On-Site Visit – June 1 through September 1, 2017;

- e. On the basis of the continuous coordination and planning between Dr. Chandler (Beacon College) and Dr. Taylor (SACSCOC) during the period March 1 through October 17, 2017, the SACSCOC Visiting Team of seven to nine members will conduct their formal on-campus examination of the College and its operations in conformance with the Commission's standards and protocols – October 17-19, 2017;
 - f. At some time in late November or early December of 2017, the College will receive an initial Report of SACSCOC findings and conclusions derived from a full assessment of the College's Self-Evaluation (Compliance Certification) and the attendant result's of the Commission's On-Site Visit; the College will address any areas of concern in a written response to the Commission (through Dr. Taylor) within six weeks of receipt of the Report – November 17, 2017 through February 17, 2018 (depending on the College's SACSCOC Report receipt date);
 - g. The College will receive notification of its Reaffirmation for a full ten-year period, likely in May of 2018, but no later than September of 2018, with the Commission's formal vote and public announcement at the SACSCOC Annual Meeting – December 10, 2018 in New Orleans; and
 - h. The Beacon College Administration shall ensure that our community sustains a consistently sound and responsive relationship with the institution's regional accreditors (SACSCOC) by timely action on all matters pertaining to the Commission's existing and updated standards – Ongoing; December 2018 through December 2028.
2. ***Dedication to a Superior Undergraduate Program and Student Experience:*** *As the premier college of our kind, Beacon College will produce exceptional, nation-leading student outcomes while at the same time continuously improving upon the institution's academic program, our "holistically-oriented" co-curricular and extra-curricular offerings, and Beacon's undergraduate culture.*
- a. Beacon College shall continue to enhance our academic portfolio of undergraduate major concentrations to (1) strengthen the current baccalaureate and associate degree offerings, or (2) extend the curricular reach of the College by introducing new market-relevant major and minor concentrations attractive to our distinct collegiate population. Only after appropriate due diligence and careful design and review will proposed offerings be brought to our accreditors for approval. In FY 2016, items i-iv were submitted to SACSCOC for such consideration; item v further

explicates a similar commitment in curricular decision-making in the future:

- i. The introduction of Beacon's first major concentration leading to the awarding of the degree of Bachelor of Science in Anthrozoology – [September 2016](#);
 - ii. The conversion of the Bachelor of Arts in Business Management to the more rigorous Bachelor of Science degree, including the Business Management track in Hospitality and the Business Management minor concentration in Entrepreneurship – [September 2016](#);
 - iii. The conversion of the Bachelor of Arts in Computer Information Systems to the more appropriate curricular platform/identity as a course of study leading to the awarding of the Bachelor of Science degree, including both the traditional CIS track, the Digital and Web Media track, and the minor concentration in Game Design – [September 2016](#);
 - iv. The transition in the name of the major concentration now identified as Interdisciplinary Studies to the more accurate, familiar, and respected nomenclature of Humanities – [September 2016](#); and
 - v. Judicious Trustee consideration of new faculty-introduced concentrations (Majors or Minors) predicated on the recently inaugurated (2015) sequence of academic, market, and financial analyses and internal report approvals – [October 2017 and beyond](#).
- b. The College is dedicated to the continuous strengthening of our academic offerings and the distinct academic support essential to student outcomes and the life success of our students. It is in keeping with this commitment that teaching excellence among our full-time faculty will be fostered through competitive national searches, and that all academic support personnel, including Learning Specialists, Life Coaches, and Counselors will be prepared at the graduate level and have at least one area of certification or expertise directly related to the education or service of undergraduates or emerging adults for whom Beacon's mission is specifically directed. Furthermore, at the governance level, Trustee recruitment will be national in scope and will lead to increasing diversity in all dimensions across Board membership – [August 2016 and beyond](#);

- c. Further in the context of attracting and retaining a superior collegiate faculty and staff, the College will employ its first Instructional Designer in the Division of Academic and Student Affairs to support and guide the establishment of an essential Learning Management System (LMS) platform and to offer training and technical assistance for the evolution and institution-wide application of of 'next generation' modes of curricular delivery – [August 2017](#);
- d. Beacon will examine, select, and introduce at the conclusion of FY 2018 (i.e., AY 2017-18) both a Learning Management System (LMS) and a universal electronic “companion” delivery platform (e.g., iPad) for daily use by all students, faculty, and staff for academic and related co-curricular/extracurricular programming – [formal introduction of these related systems: August 2018](#);
- e. The College will introduce a comprehensive Freshman-Sophomore Experience Program (FSEP) that is developmental in nature and that integrates holistically Beacon’s academic program [undergraduate (classroom) curriculum] with co-curricular and extracurricular offerings and experiences (e.g., MAT proposal) – [formal FSEP introduction: August 2018](#);
- f. The graduate outcome goals articulated in the *Beacon Promise* (scheduled to be fully implemented in FY 2019) will be achieved through the continued focus and strengthening of recently instituted Career Development programming, including the adoption of a four-year curriculum, the formalizing of national, regional, and local partnerships, and the expansion of internship, mentorship, and practicum opportunities (e.g., Beacon in Washington, formalized Agreements with national firms and industry leaders) – [Ongoing attention to advancing the College’s Career Development platform commencing in FY 2016 and continuing for each year under the auspices of Beacon’s Strategic Plan](#); and
- g. The Beacon community will continuously monitor and improve upon its student and campus (employee) wellness offerings across the multiple domains of physical, psychological, and spiritual well-being; these dimensions and the College’s capacity to intentionally and adeptly address the student and campus needs shall be an annual focus of Trustee oversight – [FYs 2016 through 2020](#), particularly in the arenas of:
 - i. Dining Services (e.g., *ensuring the availability of healthy meals and the promotion of habits of wholesome nourishment*);

- ii. Extracurricular Activities [*e.g., the strengthening and expansion of fitness programming, intramural athletics (including the development of competitive club sports), and “experiential” off-campus offerings*];
 - iii. Health Services (*e.g., with the direction and oversight of an experienced on-campus Registered Nurse, students will have access to first-line medical and emergi-care attention and services, the capacity to have routine prescriptions written and filled, health awareness and training programs offered, and non-office hour emergency medical coverage available*);
 - iv. Life Coaching and Counseling (*e.g., student developmental and basic psychological health needs will be addressed in a blended and balanced clinical/campus educational and assessment outreach format in service to individual and small groups of students*);
 - v. Healthy Social Networking (*e.g., Beacon will sustain and strengthen on- and off-campus associations that will prioritize and value the importance of meaningful community service activities, active participation in College-sponsored and off-campus fraternal events, and on-campus peer-to-peer service (such as tutoring); and*
 - vi. Spiritual Development and Support [*e.g., as appropriate, the College will foster a campus environment and culture that promotes the spiritual development of our students through a diversity of educational programming, off-campus religious attendance options, and the availability (at the students’ request) of contacts and affiliations with recognized and responsible secular and religious organizations and communities that enhance the spiritual well-being of our undergraduates*].
3. **Creating a Leading-Edge Residential College Campus:** *In the context both of the Credo Master Plan and Report on the Student Experience (August 2015), Beacon College will continue to enhance, expand, and integrate its campus facilities, grounds, and technology in Leesburg, Florida. It will focus on establishing a “best-of-kind” undergraduate residential teaching and learning community that meets and adapts to the current and evolving needs of our distinct collegiate population.*
- a. **Keeping Pace with Planned Growth: The Need for Student Housing:** Beacon has been fortunate to increase our enrollments by 48.6% (185 to 277 FTE students) over the course of FYs 2015 and 2016; our most conservative enrollment figures for FY 2017 project an undergraduate FTE of 320 students (72.97%). Our current upper limit planning for 400-450 FTE undergraduates will likely be achieved no later than FY 2020. The College will undertake the

necessary sequential construction of an additional 120 beds of undergraduate residential (housing) space for the communal or community living arrangements essential to the healthy integration primarily of first year and new transfer students (proposed for the existing and secured Herlong/James property) – [Efforts commencing in September of 2016 through bond, bank, or alternative financing in accordance with the Credo Master Plan;](#)

- b. **Creating a Dining Commons/Student Union:** Beacon is in immediate need of replacing its antiquated and inadequate (in the context of capacity and design) present dining facility, the *Chopping Block*, intending to provide a modest, but attractive combined Dining Commons/Student Union as a community destination for meals and social integration. (This approximately 14,000 square foot facility is proposed for the existing, but as yet un-acquired, Mathew property at the corner of East Main and Canal Streets.) - [Commencing in the Fall of 2016 via tax-exempt bond or alternative financing in accordance with the Credo Master Plan;](#)
- c. **A Center for Student Fitness and Athletics:** Irrespective of the academic year, student surveys have consistently identified fitness, recreation, and social space as woefully inadequate for our growing undergraduate population (even prior to the robust enrollment increases of the recent past). Confronting this reality, Beacon intends to substantially reconstruct an existing commercial property on Canal Street, adjacent to the College’s developing intramural field, to create an 18,000 square foot comprehensive fitness and athletic center (including a competition- and training-appropriate gymnasium) that can meet the long-term needs and desires of our students and the larger community [proposed for the existing, but as yet un-acquired, Bos (CarQuest) property at the corner of Canal and Meadow Streets]. - [Commencing no earlier than the Fall of 2017 via tax-exempt bond financing in accordance with the Credo Master Plan;](#)
- d. **An Institution-Defining Core Academic Center:** Beacon College has in its developing years relied on the patching together of academic space at a variety of store-front locations and alternative sites that are now being stretched beyond capacity for a growing, and more demanding and competitive, undergraduate population. The need has been articulated since the College’s interim report to SACSCOC (2013) for a comprehensive, defining academic facility through which the major elements of Beacon’s instructional program could be flexibly delivered in “smart” and technology-robust classrooms, lecture halls, seminar spaces, and study lounge, all in close proximity to faculty and academic staff offices. (This approximately 25,000 square foot building is proposed to be located on the existing, but as yet un-acquired, Mathew property at the corners of East Main and Canal Streets.) –

Commencing no earlier than the Summer, but no later than the Fall of 2019 via Capital Campaign fundraising in accordance with the Credo Master Plan;

- e. **The Integration of Spaces and Visual Enhancements that Brand the Beacon Campus:** The College is making a tangible, even dramatic, shift in its identity and brand in an increasingly competitive higher education marketplace -- transitioning from a small local institution considered by families as an “only” or “last” option for students with learning differences to a recognized national undergraduate college selected because it is the “best among leading alternatives” for these same students. It is in this context that, as Beacon continues to make consistent progress in the creation and renovation of welcoming and responsive “living and learning” facilities on campus, we must make similar strides in ensuring that the external environment conveys to visitors and the College community itself the care, quality, and pride that is integral to the Beacon experience.

Therefore, over the course of the next three fiscal years (FYs 2017, 2018, and 2019), Beacon will continue to update and upgrade its facility exteriors as well as adjacent property (into well-appointed spaces for learning, relaxation, and socializing), as was completed in FY 2016 at and surrounding the College’s Art Center. (These external renovations and “space and place” upgrades to our residential community will be implemented throughout campus where a timely and relatively low-cost investment can make a significant difference in campus identity and morale.) - Commencing in the Summer of 2016 and continuing through the Summer of 2019 via the annual Capital Budget and designated external gifts and grants, projects will be pursued in accordance with the strategic “Low Cost-High Impact” investment focus of the Credo Master Plan; and

- f. **Strengthening the College’s Technology Footprint:** Technology and electronic communication have dramatically transformed teaching and learning, as well as the way colleges and universities deliver instruction and even the most basic of services. Change will continue fast and far in the years served by this Strategic Plan [2016-2020]. Although the College is capable of providing the core elements of academic and administrative technology equivalent to that delivered at most small regional undergraduate institutions, we are admittedly far behind those academic communities with which we must compete nationally and those on the regional level that we emulate.

The College, as previously detailed in Objective #2 (*above*), must introduce a Learning Management System (LMS) and should, to remain competitive, provide a common electronic “companion” platform for all students, faculty, and staff to employ on a daily basis to support instruction and life on campus.

Furthermore, the institution has no existing infrastructure or capacity for online education, should this become a viable option in an instructional world that is increasingly becoming “hybrid” in design and delivery (i.e., an effective mix of traditional classroom with electronic-based learning). The College may also find in the future that a wholly online format may be preferable and more efficient in offering (as yet unforeseen) specialized and non-traditional programming.

Finally, Beacon College has known for some time that its administrative and management software system is inadequate to addressing even the present day needs of the institution. Accepting all of this, it is vital that Beacon College undertake, during FY 2017 (AY 2016-17), a comprehensive review of the College’s instructional, administrative, and distance electronic/technology capacity and needs and to prepare a separate Strategic Objective, with attendant detailed Strategic Actions, to be adopted by the Board of Trustees at its Annual Meeting in October of 2017. This action can best be initiated and accomplished through the establishment of a joint Trustee-Administration Study Committee. – Commencing in October of 2016 and continuing through October of 2017, with costs assumed under Beacon’s FY 2017 and FY 2018 Operating Budgets. The resulting Technology Assessment and Report will propose Strategic Actions that will be incorporated in the annual Operating and Capital Budgets, as well as fund-raising activities for FYs 2018, 2019, and 2020.

4. ***Commitment to Financial Security and Strength:*** *Beacon College will prudently manage its financial and capital resources to achieve consistently improving (year-over-year) fiscal and asset strength. The goal: to balance core operating realities with the need for entrepreneurial investment, thus securing the institution and our mission in perpetuity.*
 - a. Beacon College will achieve a balanced annual Operating Budget, with a minimum of 3% surplus, for each of the fiscal years covered by this Strategic Plan (FYs 2016 through 2020); under these same Budgets, cash reserves will grow by a minimum of 25% year-over-year;
 - b. The total Permanent Endowment and Quasi-Endowment will grow by a minimum of 20% per year with the goal of achieving a \$3 million corpus by June 30, 2020;
 - c. The College shall remain in good standing (achieving target thresholds or above) with respect to four key financial measures: the U.S. Department of Education’s Financial Responsibility Score, the SACSCOC Core Ratio incorporated in the Commission’s Standards on Finance, any bank and/or

bond loan/debt agreement covenants (presently Wells Fargo), and the CFI (Composite Financial Index);

- d. At the earliest time feasible, the College shall assess its current (mortgage) debt load and structure, and seek to reduce the influence of this existing debt on the College's annual cash flow through prudent refinancing activities; and
 - e. The College shall, by the Winter Meeting of the Board of Trustees (January of 2017), have an established path through bond, alternative, or Campaign (Development) financing to accomplish those projects defined in Strategic Objective #3 (*above*).
5. ***Expanding the Message and the Mission of Beacon College: The College will examine, weigh, and, where and when appropriate, take advantage of opportunities and innovations that allow the community to better reach and serve core student and professional audiences — existing and new.***
- a. Commencing in FY 2016, Beacon has initiated summer and other activities that will generate increasing levels of auxiliary income for the institution, with a goal by FY 2019 of 10% of the College's net revenues being derived from auxiliary programming. In order to effectively achieve this ambition, the institution will need to establish a responsible administrative unit to oversee, manage, and account for these auxiliary efforts. Therefore, Beacon will establish a Beacon Center under the Division of Academic and Student Affairs, with a Director who will be responsible for the administration and monitoring of all auxiliary programming (*see some of these activities below*). – For FY 2017, support for a part-time administrator of the Beacon Center has been placed in the operating budget; in FY 2018, with the anticipated growth of auxiliary programming, this position will become full-time and remain so for the rest of the period covered under this Strategic Plan;
 - b. Beacon College will continue to expand its service and recruitment reach in offering specialized, short-term Pre-College Summer Programs to both U.S. and international student audiences through initiatives such as the COMPASS and Summer for Success offerings, activities that are and will generate new students and increased (and previously unavailable) revenues. – Being implemented in FY 2017 and each fiscal year thereafter;
 - c. Beacon College intends to enter the professional in-service training market, based upon strong inquiry interest from the external higher education community, through the creation of the "Beacon Certificate," a 16-credit, four-course graduate sequence for college and university professionals who wish to improve their knowledge and skills in working with undergraduates who learn differently; this professional training initiative will require substantive

change approval from SACSCOC, an action that Beacon is willing to entertain, given the pervasive need for such in service education. – The College has, in FY 2016, begun the preliminary work of outlining the Certificate curriculum based upon an existing internal training program for all Beacon faculty and staff; the development of this project will begin in earnest employing the time and resources covered by the College’s Operating Budget during FY 2017; the formal inauguration of the Beacon Certificate is proposed for January of 2018;

- d. The College, as part of its commitment to the career preparation and employment of Beacon’s students and graduates, will, in FYs 2017 and 2018, examine the potential, the benefits, and the costs associated with creating a Beacon College-affiliated “First Career Community,” a two-year, residential, 360° “living, learning, and work” experience with the ultimate goal of a sustained, independent, and productive life-style for each participant. – If, based upon the College’s evaluation, a Beacon-affiliated “First Career” Community is envisioned as a worthy initiative for the College’s attention, significant planning and preparation should occur during FY 2018, with implementation scheduled for July 1, 2018; and
- e. Beacon will focus on the development of its Leesburg, Florida campus and the undergraduate and auxiliary programs that enhance its continued financial growth and stability. At the same time, the institution will carefully monitor the national and international higher education marketplace for opportunities and evolving areas of innovation and need that may align in the future with the College’s distinct Vision, Identity, and Mission.

The Strategic Planning Process

The College’s Strategic Plan for 2016-2020 is being created through a deliberate and collaborative process, demanding of our community the capacity for institutional self-examination and vision, care in weighing and setting priorities, attention to harnessing and allocating resources, and institutional structure and focus to achieve our Objectives within the established time frame.

Acknowledging the realities outlined above –and being committed wholly to the Strategic Plan’s success and utility – Beacon College has established a detailed process for its collaborative development and implementation.

The strategic planning process adopted by Beacon College has been comprised of the following actions:

- a. The **Draft** Strategic Plan was introduced to the Board of Trustees at their 2016 Winter Meeting for orientation – **February 5, 2016**;

- b. The **Draft** Strategic Plan was shared with the Faculty and Staff at the President's Community Forum immediately following the Winter Meeting of the Board of Trustees – [February 17, 2016](#);
- c. The **Draft** Strategic Plan was opened on the College's (e-Flame) Intranet ([February 18 – March 30, 2016](#)) for Community review and recommended refinements to the **Draft** document for the presentation of a **Preliminary Final Draft** Plan at the President's Community Forum scheduled on [April 13, 2016](#);
- d. The President submitted to the Board a **Final Draft** Strategic Plan [2016-2020] at the Trustees' Spring Meeting for review, discussion, and recommended edits – [May 5-6, 2016](#);
- e. Based upon the Board's input at the Spring Meeting, the President shall effect the necessary revisions and present the Strategic Plan [2016-2020] for adoption by the Trustees at their Annual Retreat – [August 5-6, 2016](#);
- f. The President shall establish Strategic Objective Teams, led by members of the College's Senior Staff and comprised of approximately three to five community members (faculty, staff, and, when appropriate, students) that will be charged with the oversight and monitoring of individual Strategic Objectives and each distinct Strategic Action associated with it – [Appointment of Teams and drafting of Summary Team Plans for FY 2017: August 15 through September 30, 2016](#); [Implementation: Ongoing through FY 2020](#); and
- g. The President shall submit regular Strategic Plan updates to the Board at each of its scheduled Meetings throughout the year, and, further, assure that an Annual Report, including implementation calendars and progress on all scheduled Strategic Actions, is prepared for each Annual Meeting of the Board for their review, comment, and direction – [Ongoing through FY 2020](#).

Final Perspectives

This document represents the core institutional planning vehicle through which the Vision, Mission and ambitions of the College are expressed and will be realized. Its adoption by the Board of Trustees in August of 2016 signals to all that Beacon has chosen, among the many strategic options available to us, an unambiguous course for our future.

Beacon College is dedicated to living fully the identity of the well-managed institution. Through our academic program and student assessments, we have developed a keen sense of direction; we know our strengths and weaknesses; we recognize our own limits; and we have kept faith with our own traditions.

In setting our strategic path over the course of the next five years and beyond, **it is important to recognize that this Strategic Plan does not stand alone.** It is the capstone to a far larger sequence of seminal assessments, planning and policy-setting documents, and institutional reports developed over the past several years. Prominent among these initiatives and documents include:

- (1) *Beacon on the Rise* (December 2011);
- (2) *The College's Quality Enhancement Plans (QEPs)* of February 2007 and August 2015;
- (3) *Beacon College's Developmental Themes* (January 2015);
- (4) *Beacon's Institutional Ambition Plan* (January 2015);
- (5) *Credo's Report on the Student Experience* (May 2015);
- (6) *The Credo Campus Master Plan* (August 2015);
- (7) *The President's Developmental Plan in Response to Overarching Trustee Goals* (October 2015); and
- (8) *Annual Reviews of Faculty and Student Performance and Curricular Mapping conducted by the Provost* (AYs 2011-12 through 2014-15; Beacon is currently in AY 2015-16).

These and other documents and reports have afforded the College a rich source of contextual evaluative and strategic information upon which we were able to construct the Objectives and Actions that are the essence of this Plan. Our responsibility now is to use this Strategic Plan as the agent by which our Mission may be lived more fully, and through which the distance between the College today and the ideal expressed in our Institutional Vision will be narrowed.

We must also be mindful and focused on just how our Strategic Objectives and Actions can assure that *The Beacon Promise* and *Student Learning Outcomes* of the College — unambiguous expectations articulated and adopted by the Board of Trustees in the Institutional Ambition Plan in January of 2015 — can be animated and more powerfully realized in the Beacon undergraduate experience.

The Beacon Promise for our students and our families is the expectation that, by AY 2019-20, every undergraduate who successfully matriculates and completes a baccalaureate degree at the College will experience one of three destinations within six months of graduation:

- **Entry into a graduate or advanced training program** offered by a competitive university or college;
- **Entry into a competitive “first career” employment position or a compensated internship** designed to lead to an entry-level professional or administrative post;
or

- **Entry into a “First Career” living and learning community** that provides both worthy employment in an entry-level professional or administrative position and “360” mentoring.

Additionally, the Strategic Plan will better equip Beacon College to ensure the achievement of our *Student Learning Outcomes*, those features that presently define, and which will distinguish in the future, our core value proposition:

- Beacon College graduates will have the strengthened **Executive Function Skills** of initiation, planning and organization, time management, goal setting, follow-through, and flexible thinking;
- Beacon College graduates will possess the enhanced **Emotional Intelligence Skills** of self-awareness, empathy, self-regulation, and self-motivation;
- Beacon College graduates will have strengthened **Social Intelligence Skills**, prominent among these being the managing of relationships, interpersonal effectiveness and communication, and an increased awareness of the benefits of having a service orientation;
- Beacon College graduates will possess and exhibit enhanced **Critical Thinking skills**, including the dispositions of truth-seeking, open-mindedness, analytical and systematic analysis, inquisitiveness, and maturity of judgment;
- Beacon College graduates will master the Community’s general core requirements (liberal arts foundation) and at least one disciplinary curriculum (Major concentration) and, in so doing, be awarded an accredited **baccalaureate or associate degree**; and
- Over their undergraduate tenure, Beacon College graduates will assume a leadership role in preparing for an “abundant life” through their ongoing investment in the examination and selection of **occupations, vocations, and avocations** that are meaningful to them and their personal ambitions.