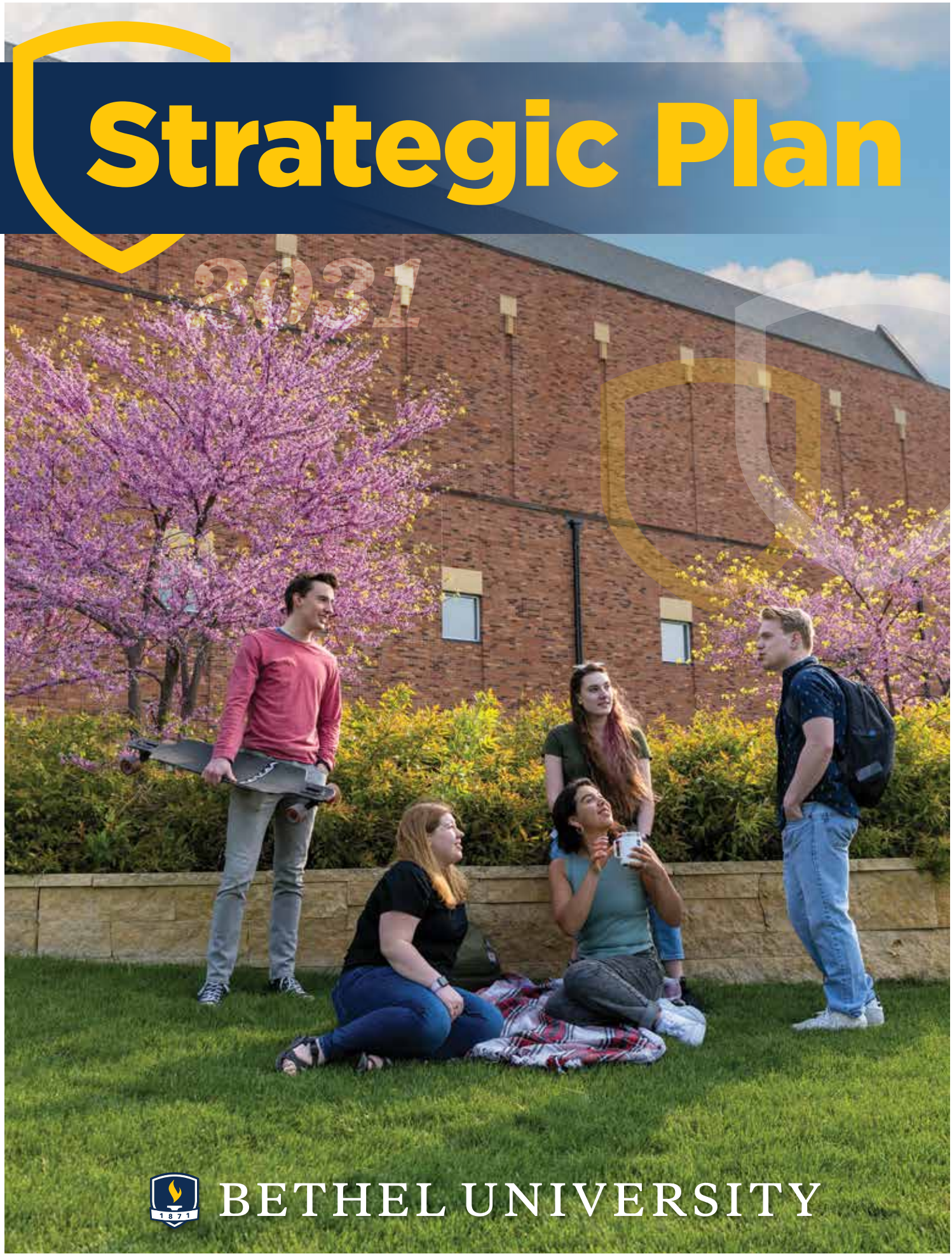
Strategic Plan

2031



BETHEL UNIVERSITY

BETHEL UNIVERSITY STANDS AT AN INFLECTION POINT. Having persevered through a challenging season, we are positioned to build institutional strength and accelerate our growth and Kingdom impact. With renewed clarity and purpose, we look ahead with confidence, advancing our distinct Christ-centered mission for the years to come.

Renewal takes shape where stability and vision converge. At Bethel, we are centered on the person and work of Jesus, with students at the heart of our mission. We embrace the formation of whole and holy people as both a shared privilege and a sacred responsibility. Through a transformative academic experience, grounded in a rigorous liberal arts foundation, animated by lived faith, and shaped within a community of belonging, we prepare students to engage the world's most pressing challenges for God's glory and our neighbor's good.

Following the model of our founder, John Alexis Edgren, we remain committed to a journey of seeking and becoming. We are a community of lifelong learners, where faculty, staff, and students are formed by Scripture, centered on Jesus, and growing together toward a hope-filled future. As President Carl Lundquist once reminded us, ours is a faith marked by a present encounter with the living God, one that stirs the heart and compels us forward in faithful response.

In this moment, Bethel's rich history intersects with a future of focused growth. We believe God is calling us to live out our foundational commitments with renewed clarity and urgency. This strategic plan provides the framework to do so, aligning our efforts and guiding our investments as we move forward with purpose. We pursue this work with a commitment to excellence, offered as an act of worship.

Mission, Vision, Values

Our Foundation

Our mission, vision, and values define who we are—grounding our identity, shaping our culture, and setting the direction for everything we do as a Christ-centered community.

Mission

We educate and equip students to lead lives of impact through transformative academics in a Christ-centered community.

Vision

Bethel will be a forward-looking university that boldly answers God's call.

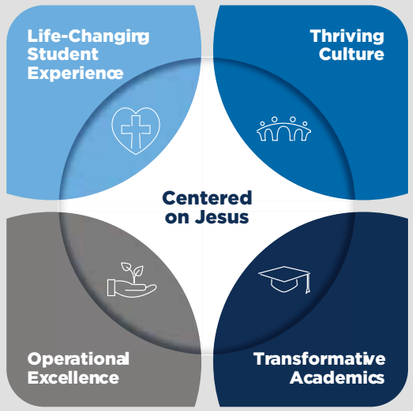
Values

Christ-followers | Character-builders | Learners | Truth-seekers | World-changers | Reconcilers | Salt and light

Framework Pillars

Our Framework

Framework pillars, centered on Jesus, establish our long-term direction, focusing our efforts on the key areas that will drive meaningful progress and move us toward our desired future state.



Life-Changing Student Experience

Thriving Culture

Operational Excellence

Transformative Academics

Strategic Priorities

Our Focus

Over the next five years, our strategic priorities translate our pillars into focused areas of action, clarifying what we will concentrate on now to advance our strategy and deliver measurable impact.

Advancing our Mission

Expanding Academic Reputation & Reach

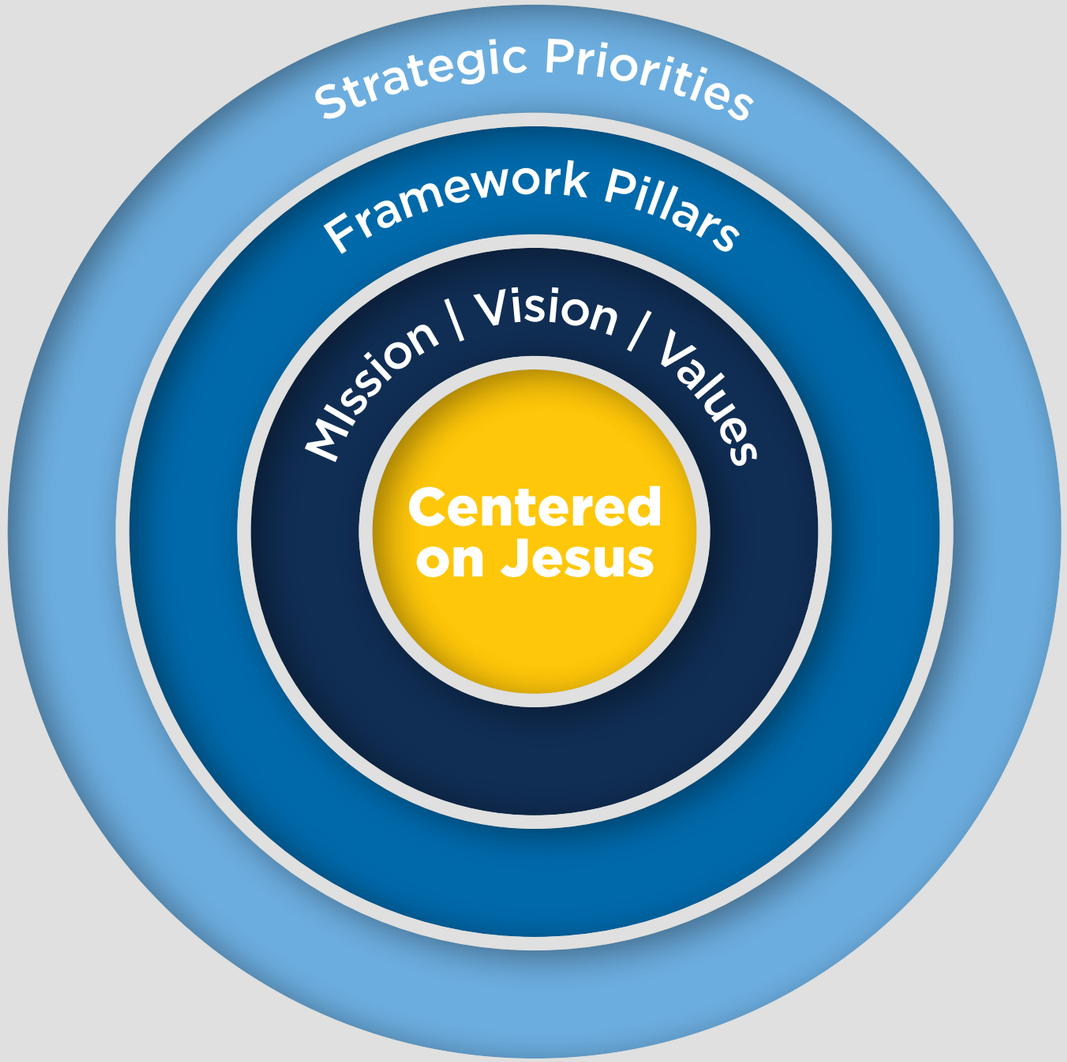
Enhancing Student Thriving

Elevating Athletic Excellence

Building Strategic Readiness

How It All Connects

Our mission, vision, and values connect to the strategic pillars and priorities that guide our work—creating a clear, shared roadmap for decision-making, alignment, and execution across the organization.



2031 PRIORITY 1

Advancing our *Mission*

ADVANCING OUR MISSION BEGINS WITH RENEWED CLARITY ABOUT BETHEL'S DISTINCTIVE CALLING IN A DIVIDED AND SEARCHING WORLD. At Bethel, our Christ-centered identity must be intentionally lived out, clearly articulated, and consistently experienced across our community. Rooted in our Pietist and irenic heritage, we will cultivate a shared life that fosters ongoing faith formation for both students and employees, shaping a community marked by deep commitment to Jesus, humility, and engagement across difference. As we strengthen the practices that sustain this identity, we will also deepen our partnership with Converge and the broader Church, seeking to serve with purpose and extend our Kingdom impact for generations to come.



Strategic Initiatives

a. Sharpening of our faith distinctives and practices

- Define and develop Bethel's institutional heritage into a distinct institutional framework applicable to university distinctiveness, recruiting, and partnerships
- In partnership with Converge, position Bethel as a thought leader of pietistic evangelicalism and irenicism, through faculty scholarship, seminars, and symposiums
- Work with internal departments to drive Bethel's distinct Pietist and Irenic character throughout the organization in how we serve students, external partners, and one another

b. Increase student and employee engagement in spiritual formation

- Develop an integrated spiritual formation model that spans Bethel students and employees
- Define clear spiritual development outcomes for all Bethel student populations through collaboration across schools
- Launch employee faith development program centered in Pietist evangelicalism and irenicism that spans onboarding as well as daily and yearly rhythms (e.g., Bible studies, book studies, and Bible teaching)
- Adjust chapel and worship experiences to include more faculty integration and to reflect the diverse worship traditions of our student population

c. Enhance collaboration and partnerships with Converge, local churches, and missionally aligned nonprofits

- Partner with churches to co-create relevant educational offerings
- Expand recruiting pathways with key metro churches and parachurch organizations
- Create scholarship pathways with Converge churches and seminary
- Work closely with Converge and other key partners for meaningful Bethel representation at national and regional conferences and events
- Pilot regional strategies with Converge and other key denominations

d. Expand to new markets

- Focused geographic market expansion in high-potential, proximate markets
- Focused demographic market expansion among key groups
- Pilot localized, athletics-informed recruiting pipelines in target states
- Build culturally responsive outreach to targeted groups

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PRIORITY 2

Expanding Academic *Reputation & Reach*

EXPANDING OUR ACADEMIC REPUTATION AND REACH REQUIRES A BOLD COMMITMENT TO AN EDUCATION DESIGNED TO EQUIP OUR STUDENTS TO FAITHFULLY THINK AND SERVE IN A RAPIDLY CHANGING WORLD.

We will meet current and emerging educational needs by building on our proven excellence in teaching and learning, supported by a rigorous liberal arts foundation and meaningful integration of faith across disciplines. This includes expanding high-demand, market-aligned undergraduate and graduate programs that strengthen enrollment and extend Bethel's regional and national presence. By developing strategic partnerships and clear pathways for students, we will increase access, broaden our reach, and position Bethel to serve a new generation with clarity and purpose.

Strategic Initiatives

a. Expand and grow Bethel's academic programs

- Systematically foster a growth and entrepreneurial mindset for academic program development
- Successfully launch programs that are currently in development in the Anderson Family College of Health Sciences (AFCHS), School of Business (SB), and School of Theology and Bethel Seminary (STBS)
- Launch or be in the process of launching two additional healthcare graduate programs by 2030 in Anderson Family College of Health Sciences (AFCHS)
- Expand undergraduate enrollment in School of Business (SB) through new programs with market demand
- Expand accelerated paths from undergraduate/College of Arts, Sciences, and Education (CASE) to graduate programs in healthcare, education, and MBA
- Reimagine/revise university-wide curricula in General Education, Honors, and each major/program to prepare students to live and serve in an AI-infused world.

b. Celebrate and elevate Bethel's academic reputation

- Enhance support for faculty scholarship and work as thought leaders in their disciplines and in faith integration
- Establish a Center for AI, Humanity, and Ethics to prepare students to work effectively and lead wisely in an AI-shaped world
- Drive academic excellence of PSEO/online courses
- Upgrade educational classrooms and technology



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PRIORITY 3

Enhancing *Student Thriving*

ENHANCING STUDENT THRIVING REQUIRES CULTIVATING A COMMUNITY WHERE STUDENTS ARE DEEPLY SUPPORTED, MEANINGFULLY FORMED, AND PREPARED TO FLOURISH BEYOND BETHEL. We will strengthen our commitment to supporting students from enrollment through graduation by intentionally aligning academic, co-curricular, and support systems, and by addressing affordability in ways that remove barriers to persistence and completion. As student needs and expectations continue to evolve, we will build on our "belong and become" promise by strengthening the entry and first-year experience, expanding proven student success practices, and creating opportunities for deeper engagement in community, vocation, and leadership. Through this work, we will ensure that Bethel is a wise investment, and that every student is supported to persist, graduate, and flourish.

Strategic Initiatives

a. Increase undergraduate student success and degree completion

- Map the student journey to identify and remove systemic barriers
- Assess and optimize students' first-year experiences, including Living-Learning Communities and foundational first-year courses
- Increase student engagement in high-impact practices such as internships, community-based learning, workplace-based training, and research with faculty
- Embed career commitment requirements for all students in the formal curriculum
- Reorganize Academic Advising

b. Expand co-curricular offerings and increase student participation

- Launch a high-reputation leadership institute
- Implement a spiritual practices program in the residential environment
- Increase intramural options and participation
- Increase commuter engagement and development
- Evaluate and formalize the co-curricular club structure
- Increase proactive programming and opportunities for student wellbeing and mental health

c. Increase affordability

- Align and direct all scholarship awards through a coordinated financial aid and scholarship framework
- Fully deploy and optimize scholarship dollars to maximize enrollment impact
- Engage donors to expand available funding for scholarships



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PRIORITY 4

Elevating Athletic *Excellence*

ELEVATING ATHLETIC EXCELLENCE AS A STRATEGIC ASSET WILL STRENGTHEN ENROLLMENT, EXPAND INSTITUTIONAL VISIBILITY, AND REFLECT BETHEL'S PURSUIT OF EXCELLENCE. Athletics is a visible and formative expression of excellence, character, and community, introducing new audiences to Bethel while creating pathways of belonging and leadership for student-athletes. Sporting events foster connection, school spirit, and enduring loyalty across the Bethel community. We will steward athletics not simply as participation, but as a strategic platform that advances institutional visibility, reinforces our values, and extends Bethel's brand and influence beyond campus and the local region.



Strategic Initiatives

a. Increase national competitive excellence

- Strategically evaluate and expand varsity sports
- Maximize team rosters
- Strategic investments in nationally competitive opportunities
- Enhance athletic facilities to match the excellence of our sports teams

b. Enhance the student-athlete experience

- Formalize faith formation and leadership development program for student-athletes
- Expand student-athlete sports medicine and wellness to improve nutrition, recovery, and rehabilitation opportunities
- Cultivate ownership in the athletic community through "send-off" events and student-athlete events yearly

c. Elevate the game day experience and student engagement around athletics

- Formalize and expand club sports
- Professionalize the athletics game day experience
- Foster family involvement in each sport
- Improve and professionalize athletic communications, including branding, social media, announcing, and video production

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PRIORITY 5

Building Strategic *Readiness*

BUILDING STRATEGIC READINESS REQUIRES A BOLD COMMITMENT TO ALIGNING OUR PEOPLE, SYSTEMS, AND RESOURCES TO SUSTAIN BETHEL'S MISSION FOR GENERATIONS TO COME. We will ensure that our financial model, operational systems, physical assets, and organizational culture are integrated, resilient, and positioned for sustainable growth. This includes strategically investing in both our physical and digital environments and in our employees, cultivating a culture marked by engagement, accountability, and shared ownership. By strengthening our operational capacity, we will better advance our mission, expand our reputation and reach, and enhance student thriving.

Strategic Initiatives

a. Invest in employees

- Complete compensation studies and implement recommendations
- Enhance university-supported retirement model
- Integrate compensation practices to enhance faculty and staff pay
- Develop professional development options including Inclusive Excellence and career ladders



b. Steward finances in support of enduring financial health

- Increase financial awareness and visibility through quarterly and annual close processes
- Incorporate surpluses into the annual budget process
- Develop financial modeling and analytical discipline in support of investment decision-making
- Reduce deferred maintenance, beginning with core infrastructure and high-impact spaces
- Engage the community, at various levels, in an ongoing financial health conversation

c. Implement market-leading technology and infrastructure

- Completion of migration to new ERP, allowing for greater flexibility and data availability
- Audit technology challenges, data needs, and customer satisfaction
- Leverage developing technology (AI) to improve user experience and support more accurate and efficient operational processes
- Improve the supporting technology infrastructure in support of current software needs and effective cybersecurity
- Improve data insights and analytical capabilities, helping to inform future decision-making

d. Simplify and streamline operations and workflow

- Increase process awareness by documenting and mapping processes
- Identify process bottlenecks and high error/rework rates
- Engineer process changes to improve efficiency and accuracy
- Improve communication between process owners to understand upstream/downstream impacts of process decisions



BETHEL
UNIVERSITY

This strategic plan reflects the thoughtful engagement of more than 300 members of the Bethel community, grounded in rigorous analysis and shaped through prayer, discernment, and a shared commitment to our mission. Together, we will faithfully steward this work as we continue to educate and equip students to lead lives of impact through transformative academics in a Christ-centered community. We move into the next five years with confidence, trusting in God's faithfulness and His continued work through Bethel.

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