

Response of the Emerging Programs Framing Team

1. College's Purpose:

From the viewpoint of emerging programs, the College's mission statement does not seem to adequately describe our True North. That is to say, the mission statement is too constricting or narrow to embrace future programmatic offerings, specifically graduate studies, collaboration and alternative content delivery methodologies.

2. College's core values:

The principle values that inform the sense of purpose defined above include the following:

- The nurturing atmosphere of the College;
- Serving as a "college of opportunity" for many students while at the same time becoming more of a "college of choice"; and
- Entrepreneurship as demonstrated by open mindedness and a willingness to act.

3. Key Opportunities:

The opportunities fall within four major categories; graduate studies and certificate or continuing education, collaborative initiatives, targeting ethnic or nationality groups, and content delivery methods. Potential exists to collaborate with other Methodist institutions of higher education to enhance and expand current course offerings at the undergraduate level. A growing market exists in the area of certificate and continuing education offerings as more and more adults seek retraining or professional development. Martin needs to target specific ethnic or nationality groups as potential students through marketing and programmatic initiatives. Alternative methodologies available for content delivery afford the College an opportunity for planned expansion as well as offering students greater flexibility. Martin needs to become an "Educational Center."

4. Key Challenges:

The key challenge is transformational. We need to become creative, diverse, entrepreneurial, impatient, unpretentious, and a little fearless in our approach during the next decade. The landscape of higher education is undergoing transformation more rapidly because of the impact of technology in which information is instantaneous, distance is nearly non-existent, isolation is almost impossible, and collaboration is essential. We need to develop a community that is willing to move out of its comfort zone and embrace change. Not change for the sake of change, but strategic change that purposefully leads to a particular objective consistent with the mission of the institution.

5. Methodology of Engaging Identified Key Opportunities and Overcoming Key Challenges:

The methodology of engaging key opportunities is identification. A systematic methodology for identification of key opportunities as well as identification of support to capitalize on those key opportunities. Another methodology of engaging key opportunities is equipping. An investment in expansion of human capacity through professional development and restructuring to seize key opportunities. Embracing change is the key to overcoming key challenges because it transforms, extends life, and stimulates.

6. Broad Goals:

- a. Identify graduate and certification or continuing education programs for initiation and development.
- b. Identify Methodist institutions with which collaboration is potentially possible.
- c. Identify the methodology for content delivery to be utilized by Martin Methodist.
- d. Target ethnic or nationality groups as potential students.
- e. Inculcate the culture of the Martin community with an entrepreneurial spirit.

7. Financial Implications Associated with Goals:

It is too simplistic to state the obvious, financial resources will be essential to accomplish the broad goals cited above. However, effective utilization of financial resources is perhaps the key. It does not mean to do more with less but implies obtaining maximum benefit for each dollar expended. Questions such as; “Are we effectively utilizing the human resources currently available?” “Can we perform a particular task more effectively?” and similar issues may expand the current capabilities of the institution. The consumption of financial resources associated with these broad goals identified in emerging programs need to be viewed as an investment from which financial sustainability will be enhanced and the attainment of institutional mission. Creativity needs to become part of the solution to the financial implications in emerging programs.