Our Situation: 1+ million college students, over 60 universities, colleges and community colleges on multiple campuses

Our vision: To reach as many students as we can

Our mission: To develop Christian Disciples on Florida’s college and university campuses by:

- calling students into a personal relationship with Jesus Christ
- training them to become servant leaders
- sending them out to serve God through the local church
- encouraging the development of Christian community

Summary: In the Fall, 2009, The Board of Higher Education and Campus ministry established a Strategic Planning Task Force to develop a five-year plan. The Task Force included Mike Fordham (chair), Corky Calhoun, Bob Gibbs (ex officio), Paul Massingill. Andy McEntire, Vance Rains, Derrick Scott, and Tara Seabrook. The Task Force has established a set of goals, priorities and tasks to be proposed to the Board of Higher Education by the Fall, 2010 meeting for full endorsement.

Priorities for BHECM

- Support Campus Ministers
- Equip and evaluate Campus Ministers/Ministries for effectiveness and excellence
- Strengthen relationships between Annual Conference, local churches and campus ministries
- Advocate for campus ministry
- Strengthen local boards
- Creatively resource campus ministries
- Provide support and accountability
- Start new ministries

Priorities for Campus Ministry Units

- To reach and disciple as many students as we possibly can
- To creatively engage campuses by witnessing to the love of Jesus
- To create a spiritual culture where Christian students can thrive
- To nurture and equip leaders for the local church and the world
- To provide a home for United Methodist students
In order to fulfill our vision and mission, we believe that we are called to complete the following tasks no later than 2015. We believe that a comprehensive vision and strategy for reaching students throughout the entire Annual Conference must include the following...

1. Fully-functioning BHECM, operating with continuity and consistency

**Rationale:** In order to implement the following strategy, the BHECM must become “fully-functioning”, including the following expectations and “standards of excellence” for BHECM members...

- Faithfully attend and participate in 3 meetings per year
- Each member will be assigned one of the campus ministries, and will be expected to attend one function (i.e. worship, special event, fundraiser, local board meeting, service project) at least annually
- Each member will either contribute personally or assist in finding substantive support for the ministry they are assigned.
- When possible, Board members will cover their own expenses related to Board meetings or campus visits.
- Each member will offer any unique gifts, abilities, skills, and/or expertise on behalf of campus ministry, as appropriate.
- Participation on a subcommittee:
  - Finance
  - Assessment
  - Scholarship
  - Exec
  - Strategic Planning
  - (Also see, 3. Increased Local Church Support For Campus Ministries, Board Member Expectations)

In addition, the BHECM must find strategies to work with the Conference nominations process to assure that the right individuals are selected for Board membership.

**Timeline:**

- Fall 2010 – introduce and implement changes
- Spring 2011 – orientation for new Board members, coordination with Conference Nominations in selection of new members

**Budget:** na

**Who Is Responsible:** BHECM Chair
2. **Full time Executive Director and staff**

**Rationale:** In order to maintain the current level of ministry and to implement the details of this strategic plan, BHECM will require a full-time Executive Director and appropriate support for ongoing supervision and groundwork in the establishment of new ministries.

**Timeline:**
2010: part-time administrative support
2011: Propose adjusted 2012 budget
2011 & 2012: search and select full-time Executive Director

**Budget:** tbd

**Who Is Responsible:** BEHECM Chair, Director of Connectional Ministries, Executive Director

3. **All conference-owned facilities (student centers, parsonages) in good repair and well maintained.**

**Rationale:** As stewards of numerous facilities across the Annual Conference, it is vitally important that each be in good condition for the sake of the ministry, safety, and avoiding unexpected expenses due to lack of attention and planning. When appropriate, alternative opportunities for procuring and developing facilities should be explored. This should be accomplished by...

- Local boards annually inspect the properties and make or plan for needed repairs
- Local Boards develop a “capital reserve fund” for needed repairs
- Regularly schedule professional facility inspections
- BHECM annually budget a sufficient repair/maintenance line
- Partner with Conference Trustees for large repairs
- Seek to include large facility needs in Phase 2 of the Bishop’s Capital Campaign

**Timeline:** immediately

**Budget:** $100,000 annually

**Who Is Responsible:** Executive Director, Assessment Committee, & Finance Committee
4. Annual, well-funded gathering for young adults/college students

**Rationale:** There is a significant need for students to experience connectionalism, to develop intra-campus community, to receive quality leadership, to provide opportunities to discern callings beyond college.

**Timeline:**
- See Vance’s notes....

**Budget:** $20,000 (2012 budget)

**Who Is Responsible:** Taskforce

5. 3 new campus ministries, and a process in place for starting one per year

**Rationale:** There are many large universities, colleges, and community colleges that are not currently served by United Methodist campus ministries or local churches. University of Tampa, Florida Gulf Coast University, Florida Atlantic University, and Nova Southeastern have been identified as priorities due to size of enrollment and on-campus housing. Community Colleges – particularly those who are now offering four-year degrees – have also been identified as potential opportunities for ministry. A possible strategy for ministry to Community Colleges could include a number of grants ($5000) for local churches and established campus ministries.

**Timeline:**
- 2010 – begin conversations with key individuals related to UT, FAU, and FGCU to discern opportunities
- 2011 – Develop “Resource Document” to provide suggestions, guidelines, and tasks for launching or re-launching campus ministries.
- 2011 – propose increased 2012 budget
- 2012 – Director search and selection, establish local launch team
- Fall 2012 – Launch new ministry
- Repeat process, launching one new ministry/year

**Budget:**
- $110,000 annually/ministry (2012 budget)
- $25,000 (5 grants) – as soon as funds are available

**Who Is Responsible:** Executive Director
6. **Develop a larger, consistent funding base to support our hopes and dreams**

**Rationale:** Increased effectiveness and the addition of new ministries will require both an increased BHECM budget, significant annual increases, as well as the development of new funding resources. In addition to funding campus minister’s salaries (including annual raises based on cost of living and merit) and benefits, insurance for campus ministry facilities, annual audits, repairs and maintenance, and BHECM expenses, the BHECM budget should continue to support the operating budgets of the local units at or above 50%. The BHECM budget should also include a generous contingency amount so that the BHECM can respond to emerging opportunities.

**Strategies:**
Funding

**Timeline:** 2012 budget (see appendix for details)

**Who Is Responsible:** Finance Committee, Local Boards, Campus Ministers, Executive Director

7. **Highly motivated and effective campus ministers at each of our campus ministries**

**Rationale:** There is established evidence that campus ministries are most fruitful when the most effective campus minister is selected, resourced, supported, evaluated and supervised. When a change of directors needs to occur, local search committees will be formed to select the best possible campus minister. All campus ministers will receive annual evaluations, supervision, mentoring, clear expectations, and resources for growth and development. Campus Ministers are expected to be highly involved in the life of the District and Annual Conference in order to contribute, as well as impact. In addition, BHECM will provide annual opportunities for the campus ministers to gather for fellowship and training, as well as an annual continuing education event.

**Timeline:** 2010

**Budget:** $10,000 - $15,000

**Who Is Responsible:** Executive Director & Search Committees
8. **Strong working relationships with...**
   a. New Church Development
   b. The Board of Ordained Ministry
   c. Conference Board of Trustees
   d. The Bishop and Cabinet
   e. Foundation for Evangelism
   f. GBHEM
   g. Etc....

**Rationale:** Many of our hopes and dreams for campus ministry will require strong working relationships and partnerships throughout the Annual Conference. The implementation of this strategic plan will require broad understanding, support and partnerships throughout the connection. Furthermore, opportunities for ministry may become increasingly possibly via strategic partnerships.

**Timeline:** 2010

**Budget:** na

**Who Is Responsible:** Executive Director,....

9. **Consistent deployment of strong leaders and followers among clergy and laity for the local church and world**

**Rationale:** A primary function of campus ministry is to prepare young men and women for leadership in the Church and the world – including laity and clergy. This can be accomplished via internship grants, partnership with The Center for Clergy Excellence (perhaps co-sponsoring an annual leadership event), and an annual retreat for Directors, Assistant Directors and interns. Additionally...

- Conversations with the Bishop and Cabinet regarding first appointments of young clergy
- Identify means of sharing names of students available for church/ministry internships and employment

**Timeline:**

- 2010 – intern grants, retreat for campus ministry staffs
- January 2012 – annual event

**Budget:** $10,000 - $15,000

**Who Is Responsible:** Executive Directors & Campus Ministers
10. Clear, consistent, enforced expectations and standards for BHECM members, local Boards, campus ministers, and campus ministries*** See Criteria for Excellence

Who Is Responsible: Chair, Assessments Committee, Executive Director

11. Clear, consistent, effective marketing

Rationale: In order to create a new dominant narrative about the necessity and benefits of campus ministry, resulting in a positive shift in the Conference wide conversation and attitudes regarding campus ministry, the BHECM will need to engage in a full-scale marketing campaign, including a new website, a promotional DVD to be distributed and shown and District meetings, and print materials.

Timeline:
- DVD promotion, website and updated brochures by 2011 Annual Conference

Budget: TBD
Who Is Responsible: Communications Taskforce, Conference Communications Department

12. Substantive scholarship program

Rationale: The scholarships currently offered by BHECM are woefully underfunded. If BHECM is going to offer scholarships, a scholarship subcommittee needs to actively seek alternative ways to fund them.

Timeline: Spring 2011 – Develop strategy

Budget: Ideally all funds would be provided outside of the BHECM budget, potentially from the Bishop’s Capital Campaign

Who Is Responsible: Scholarship Committee

13. System for recruiting and keeping new campus ministers in the Florida Annual Conference

Rationale: Maintaining a high standard of effective campus ministers and staffing new campus ministries will require qualified campus ministry candidates. The most potential for new campus ministers may come from our own campus ministries, but needs to include outstanding candidates from outside of the Florida Conference. An annual event could offer the opportunity to encourage consideration of campus ministry as a vocation. A prospect list should be maintained by the Executive Director, who should regularly visit the primary seminaries attended by Florida Conference seminarians for the purpose of promoting campus ministry in Florida. “Assistant” Director positions may also be effective means for utilizing candidates. BHECM must maintain a strong relationships with the Bishop, cabinet and the Center for Clergy Excellence to identify prospective campus ministry candidates.

Timeline:
- 2010: A “Prospect” list has already been created, visit to seminary in the Fall
- 2011: annual seminary visit
- 2012: annual event

Budget: Should be covered within established budget line
14. Strategy for ministry to students who are primarily “virtual” students

**Rationale:** A growing number of students are taking classes online, and all students are utilizing cutting-edge, web-based technologies. Virtual ministry can serve as an entry point for new students, to resource active participants, to provide ministry for students who are, for whatever reason, unable to participate in campus ministry. Virtual ministry could include...

- Every campus ministry providing an up-to-date website – utilizing podcasts, blogs, social media, video, etc.
- Conference website
- A Conference-wide “Virtual Campus Minister”

**Budget:** “Virtual Campus Minister” could be one of the regional coaches proposed in “2. Full time Executive Director and staff (including regional contracted coaches)”.

**Timeline:** 2010: Develop Conference BHECM website, website at every campus ministry

We believe that the accomplishment of these goals will result in...

- A sustained movement of reform, including an organized, cooperative and intentional voice to the Annual Conference and beyond
- Substantive involvement and influence throughout the United Methodist Church
- High levels of knowledge, enthusiasm and support for campus ministry throughout the Annual Conference

**Who Is Responsible:** Communications Taskforce

15. Clarify and better define the relationship between BHECM and Florida Southern College and Bethune-Cookman University.

**Rationale:**

**Who Is Responsible:** Executive Director & BEHECM Chair