

Moving Forward with Faith

Central Baptist College Strategic Plan

2025-2030

Introduction

Moving forward with faith, our institution stands at a pivotal moment, poised to build upon our rich legacy while embracing new opportunities for growth and impact. This Strategic Plan outlines a bold and purposeful vision for the future, guided by our commitment to faith, academic excellence, and service.

This strategic plan builds upon and expands previous initiatives while maintaining strong continuity with past efforts. It upholds a shared vision of faith-based education, academic excellence, student success, and institutional sustainability, ensuring that CBC continues to grow while staying true to its mission. Through these goals, we will cultivate a vibrant and engaged community where students, faculty, and staff thrive in both their faith and academic pursuits.

Grounded in our Christian mission, this plan identifies five strategic goals that will shape our path forward: Fostering spiritual growth and community through discipleship, fellowship, and service; expanding student recruitment to attract those committed to both faith and scholarship; enhancing academic programs and faculty support to sustain educational excellence; redefining student services to meet evolving needs; and strengthening our financial foundation to ensure long-term sustainability.

The Strategic Planning Process

The Executive Leadership Team developed a draft outlining goals, objectives, and strategies to achieve them. To gather additional input, the draft was shared with faculty and staff, and a focus group was conducted with students to incorporate their perspectives. After revisions were made based on this feedback, the updated plan was reviewed and approved by the Executive Leadership Team. Following final adjustments, the plan was submitted and received an endorsement from the Board of Trustees on March 1, 2025.

Academic departments and campus offices will play a vital role in bringing this strategic plan to life by setting departmental goals that align with its overarching objectives. Each unit will contribute by developing initiatives that support spiritual growth, student recruitment, academic excellence, student services, and financial sustainability within their specific areas of influence.

This strategic plan is designed to be a rolling plan, ensuring flexibility and responsiveness to emerging challenges and opportunities. Rather than a static document, it will be reviewed annually to assess progress, measure outcomes, and make necessary adjustments in alignment with our mission and goals. This ongoing evaluation will allow us to refine strategies, reallocate resources as needed, and remain proactive in addressing the evolving needs of our students,

employees, and community. By maintaining this dynamic approach, we will uphold our commitment to continuous improvement and long-term institutional success.

The Mission of Central Baptist College

Central Baptist College is committed to transforming lives through education that integrates Christian faith and academic excellence in a Christ-centered environment.

Goal 1: Foster Spiritual Growth and Community through Discipleship, Fellowship, and Service

Objective 1: Foster spiritual growth, mentorship, and community engagement through discipleship groups, Bible studies, and intentional community-building efforts.

Strategies:

1. Conduct a survey within the next quarter to identify interests, needs, and potential leaders for a men's social club or other fellowship groups by fall 2025.
2. Incorporate mentorship and discipleship opportunities by fall 2026.
3. Appoint a Director of Campus Ministries to oversee chapel and student-led Bible study groups to encourage peer engagement and spiritual development by fall 2027.

Objective 2: Incorporate local mission work into the curriculum to provide hands-on opportunities for service and applying biblical principles.

Strategies:

1. Partner with local churches and nonprofits organizations to create service-learning projects tied to specific courses or programs, with at least three partnerships established by spring 2026.
2. Organize an annual mission week where students and faculty engage in community service while tying experiences back to biblical teachings by spring 2028.

Objective 3: Support student success through holistic programs, mentorship, and community-building initiatives.

1. Develop a first-year experience program focused on academic support, social and emotional support, campus navigation, professional and personal development, community building, problem-solving, and resource access by fall 2025.
2. Host at least one student activity or program per month to foster a sense of community, encourage student participation, and enhance campus engagement by spring 2026.
3. Establish community groups for students, organized around shared interest groups or athletic teams by fall 2026.
4. Enhance student participation and experience in intramural sports by expanding offerings and fostering community through competition by 2027.

Goal 2: Amplify Recruitment of Students Committed to Christian Faith and Academic Excellence

Objective 1: Build partnerships with BMA and other church entities, and youth organizations.

Strategies:

1. Continue evaluating the ROI for recruiting events annually.
2. Increase enrollment from BMA churches and entities by 5% annually.
3. Collaborate on youth-focused events to engage prospective students annually.

Objective 2: Expand Recruitment Efforts to Engage Diverse Communities

Strategies:

1. Increase participation in state functioned school recruiting events by 10% annually.
2. Expand participation with charter schools, private schools and homeschool organizations by 10% annually.
3. Increase recruiting emphasis in geographical coverage areas of the state.
4. Expand the recruiting base by focusing efforts in key regions, including placing a full-time recruiter in the Dallas-Fort Worth (DFW) area by fall 2025.
5. Train academic and athletic departments on admissions and recruiting effectiveness by fall 2025.
6. Increase academic department participation in recruiting events by 10% annually.
7. Increase business partnerships for adult learner recruitment by 20% annually.
8. Utilize long-term trend analysis tools and market research to adjust recruitment strategies annually beginning in 2026.
9. Develop relationships with Christian high schools to expand the number of concurrent enrollment partnerships by 2027.

Objective 3: Personalize outreach and on-campus experiences.

Strategies:

1. Continue to communicate with prospective students via emails, testimonials, and campus visit invitations.
2. Redevelop the ambassador program where alumni contribute to recruitment efforts by fall 2026.

Objective 4: Highlight Christian values and academic excellence through strategic communication.

Strategies:

1. Implement tracking procedures to measure social media effectiveness by fall 2025.
2. Create social media campaigns highlighting faith and academics by 2026.
3. Identify digital marketing needs by 2026.
4. Recruit a digital marketing specialist by 2027.
5. Expand targeted advertising to engage mission-aligned students by 2028.

Objective 5: Implement holistic admissions criteria.

Strategies:

1. Review and refine criteria annually.
2. Train staff on holistic evaluation methods and implement methods by fall 2026.

Goal 3: Invigorate Academic Programs and Support Faculty Excellence

Objective 1: Optimize Academic Programs.

Strategies:

1. Conduct a comprehensive review of academic offerings annually to identify high-demand and productive programs beginning spring 2025.
2. Discontinue underperforming programs based on clear benchmarks to reallocate resources effectively by spring 2025.
3. Develop an annual program report by spring 2025 academic year and implement the process.

Objective 2: Enhance Faculty Efficiency.

Strategies:

1. Reallocate faculty workloads to balance responsibilities and reduce overloads by fall 2025.
2. Train and enhance faculty engagement with the learning management system by fall 2025.
3. Provide training in AI tools for administrative tasks to save time and increase efficiency by 2026.

4. Introduce workload management policies, including flexible staffing plans and monitoring workload trends by 2025.

Objective 3: Strengthen Professional Development.

Strategies:

1. Complete a needs assessment in spring 2025 to identify faculty development priorities and areas for growth.
2. Utilize external and internal resources to deliver at least six faculty development sessions, including workshops and online formats, aligned with the needs assessment results for the 2025-2026 academic year.
3. Assess the effectiveness of workshops and online sessions through faculty surveys and make necessary modifications to enhance future offerings.

Objective 4: Standardize Faculty Evaluations.

Strategies:

1. Define clear and measurable criteria for faculty evaluations that align with institutional goals and professional expectations by spring 2025.
2. Develop an annual faculty evaluation policy by spring 2025.
3. Implement annual faculty evaluation policy in spring 2025.
4. Conduct check-ins with department chairs or academic leadership as needed to support faculty progress and accountability in growth areas by fall 2026.
5. Review aggregated evaluation results to identify trends in faculty performance, professional development needs, and common areas for growth and support by spring 2027.

Objective 5: Enhance academic stakeholders to strengthen retention.

Strategies:

1. Utilized a standardized report to monitor retention rates for athletes, commuters, residential students, freshmen, and transfers by spring 2025.
2. Train faculty and staff on Dropout Detective as a comprehensive retention tool that integrates data from multiple stakeholders by spring 2025.
3. Require programs to include retention and persistence rates in their annual program reports, using the data to guide institutional decisions and retention strategies by 2026.

Goal 4: Transform Student Services to Meet Current and Future Needs

Objective 1: Strengthen Advising, Career Services, and International Student Support.

Strategies:

1. Review and realign the organizational structure for student services under enrollment management to identify gaps, improve efficiency, and ensure cohesive support for students by 2026.
2. Develop dedicated support for international students, including a part-time DSO for visa renewals, cultural integration, and OPT workshops by fall 2025.
3. Incorporate telehealth counseling services to improve mental health accessibility by fall 2025.
4. Develop robust data utilization frameworks for tracking student service effectiveness and adapting services to long-term student needs by fall 2025.

Goal 5: Heighten Our Financial Position to Ensure Long-Term Stability

Objective 1: Promote Resource Stewardship.

Strategies:

1. Review all programs (academic, athletic, support services, etc.) annually to evaluate feasibility and impact by spring 2026.
2. Reallocate resources to prioritize financially sustainable areas with the highest institutional impact by fall 2026.
3. Conduct formal ROI analysis for all major investments, including fundraising initiatives by 2026.

Objective 2: Strengthen Alumni Engagement and Institutional Advancement

Strategies:

1. Hire a Vice President for Advancement in summer 2025 to lead alumni engagement and fundraising initiatives.
2. Enhance alumni engagement by organizing a graduate award luncheon and other initiatives to foster lifelong connections with CBC by spring 2025.
3. Host donor events and fundraising campaigns to increase alumni and church contributions by 2026.
4. Strengthen the alumni association by engaging current students, updating membership benefits, improving communication with monthly newsletters and potential podcasts, and organizing class events by 2026.

Objective 3: Strengthen Financial Stability.

Strategies:

1. Create a tuition discount task force to balance affordability and financial sustainability in spring 2025.
2. Develop a financial plan to lower discount rates, increase external funding, and optimize budgets in spring 2025.
3. Review three-year budget plans annually to adjust for identified external risks by fall 2025.

Objective 4: Build a Culture of Data-Informed Decision Making Across the Institution

Strategies:

1. Develop a systematic process to collect, analyze, and share information across departments, ensuring that institutional decision-making is informed by comprehensive and accurate data by fall 2025.
2. Provide training for faculty and staff on data utilization and its application in strategic planning and daily operations by fall 2025.
3. Require all departments to submit annual reports outlining their progress, outcomes, and alignment with institutional goals, using this data to inform updates to the strategic plan by spring 2026.
4. The Assessment and Planning committee will collaborate with the Vice Presidents to review departmental outcomes and integrate findings into the rolling strategic plan, ensuring alignment with institutional priorities by spring 2026.
5. Implement a comprehensive data analytics framework that tracks multi-year performance indicators to support long-term strategic planning by 2026.

Goal 1: Foster Spiritual Growth and Community through Discipleship, Fellowship, and Service					
Objective 1: Foster spiritual growth, mentorship, and community engagement through discipleship groups, Bible studies, and intentional community-building efforts.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Conduct a survey within the next quarter to identify interests, needs, and potential leaders for a men's social club or other fellowship groups.	Survey	Survey Results	VP Student Services	Fall 2025	
Incorporate mentorship and discipleship opportunities by fall 2026.	Survey	Annual follow-up survey results; Number of participants		Fall 2026	
Appoint a Director of Campus Ministries to oversee chapel and student-led Bible study groups to encourage peer engagement and spiritual development.	Appointment	Appointment completed, engagement level in chapel and Bible studies	President/VP Student Services	Fall 2027	
Objective 2: Incorporate local mission work into the curriculum to provide hands-on opportunities for service and applying biblical principles.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Partner with local churches and nonprofits organizations to create service-learning projects tied to specific courses or programs, with at least three partnerships established.	Memorandums of Understanding (MOUs) with partner organizations; Course syllabi incorporating service-learning (CBC 1301)	Number of partnerships established; Number of students participating in service-learning projects	Faculty, VPAA	Spring 2026	
Organize an annual mission week where students and faculty engage in community service while tying experiences back to biblical teachings.	Mission week schedule; Reflection assignments linking experiences to curriculum	Number of participants; Student and faculty reflections on biblical integration	Director of Campus Ministries, VPAA	2028	

Objective 3: Support student success through holistic programs, mentorship, and community-building initiatives.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Develop a first-year experience program focused on academic support, social and emotional support, campus navigation, professional and personal development, community building, problem-solving, and resource access.	Student feedback surveys	Participation rate; Student satisfaction; Retention rates	VP of Enrollment Management, Student Services	Fall 2025	
Host at least one student activity or program per month to foster a sense of community, encourage student participation, and enhance campus engagement.	Student feedback survey; Card reader to track participation	Student satisfaction; Retention rates; Participation rate	VP of Enrollment Management, Student Services	Spring 2026	
Establish community groups for students, organized around shared interest groups or athletic teams.	Student feedback surveys	Participation rate; Student satisfaction; Retention rates	VP of Enrollment Management, Student Services	Fall 2026	
Enhance student participation and experience in intramural sports by expanding offerings and fostering community through competition.	Card reader to track participation	Participation rate	VP of Enrollment Management, Student Services	2027	

Goal 2: Amplify Recruitment of Students Committed to Christian Faith and Academic Excellence					
Objective 1: Build partnerships with BMA and other church entities, and youth organizations.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Continue evaluating the ROI for recruiting events.	Spreadsheet tracking recruiting events, number of inquiries (IQs), and number of admitted students	Conversion rate from IQs to admitted students; Cost per admitted student	Director of Admissions, VP Enrollment Management	Ongoing (Annual Review)	
Increase enrollment from BMA churches and entities by 5% annually.	Spreadsheet tracking number of inquiries (IQs), and number of admitted students	Number of students from BMA churches and entities; 10% annual increase in enrollment from these sources	Director of Admissions, VP Enrollment Management	Ongoing (Annual Review)	
Collaborate on youth-focused events to engage prospective students.	Spreadsheet tracking number of events attended; number of inquiries (IQs), and number of admitted students	Number of youth-focused events attended; Number of IQs and subsequent admissions from events	Director of Admissions, VP Enrollment Management	Ongoing (Annual Review)	
Objective 2: Expand Recruitment Efforts to Engage Diverse Communities.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Increase participation in state functioned school recruiting events by 10% annually.	Spreadsheet tracking number of state school recruiting events; number of inquiries (IQs), and number of admitted students	10% annual increase in participation; Number of IQs and subsequent admissions	Director of Admissions, VP Enrollment Management	Ongoing (Annual Review)	
Expand participation with charter schools, private schools and homeschool organizations by 10% annually.	Spreadsheet tracking recruiting events (charter schools, private schools/homeschool	10% annual increase in participation; Number of IQs and subsequent admissions	Director of Admissions, VP Enrollment Management	Ongoing (Annual Review)	

	organizations); number of inquiries (IQs), and number of admitted students				
Increase recruiting emphasis in geographical coverage areas of the state.	Regional recruiting event schedules; Inquiry and enrollment data by region	Increase in inquiries and applications from targeted areas	Director of Admissions, VP Enrollment Management	Southern – 2025; NW – 2026	
Expand the recruiting base by focusing efforts in key regions, including placing a full-time recruiter in the Dallas-Fort Worth (DFW) area by fall 2025.	Job description; Hiring process documentation	Recruiter hired by Fall 2025; Increase in inquiries and admissions from DFW	President	Fall 2025	
Train academic and athletic departments on admissions and recruiting effectiveness by fall 2025.	Training session attendance; post-training surveys	Number of faculty/staff trained; Increased engagement in recruiting efforts	Director of Admissions, VP Enrollment Management	Fall 2025	
Increase academic department participation in recruiting events by 10% annually.	Spreadsheet; Event participation records; Faculty and department involvement tracking	10% annual increase in academic department involvement	Director of Admissions, VPAA	Ongoing (Annual Review)	
Increase business partnerships for adult learner recruitment by 20% annually.	Business partnership agreements; Enrollment data from corporate-sponsored students	20% annual increase in business partnerships; Increase in adult learner enrollment	Director of Admissions, PACE Chair & and Director of Online Studies	Ongoing (Annual Review)	

Utilize long-term trend analysis tools and market research to adjust recruitment strategies annually.	Enrollment trend reports and market research surveys	Annual adjustments made to recruitment strategies based on identified trends, with measurable increases in inquiries, applications, and enrollment rates year over year.	Director of Admissions	Ongoing (Annual Review)	
Develop relationships with Christian high schools to expand the number of concurrent enrollment partnerships.	Partnership agreements and outreach logs.	Number of new concurrent enrollment partnerships established with Christian high schools annually.	VP Enrollment Management	2027	
Objective 3: Personalize outreach and on-campus experiences.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Continue to communicate with prospective students via emails, testimonials, and campus visit invitations.	Spreadsheet tracking number of emails, campus visits	Number of contacts made; Number of admitted	Director of Admissions, VP Enrollment Management	Ongoing (Annual Review)	
Redevelop the ambassador program where alumni contribute to recruitment efforts.	Alumni ambassador program guidelines; Participation records	Number of alumni participating; Impact on inquiries and admissions	Director of Admissions, Alumni Relations	Fall 2026	
Objective 4: Highlight Christian values and academic excellence through strategic communication.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Implement tracking procedures to measure social media effectiveness.	Social media content calendar; Engagement analytics (likes, shares, comments, click-through rates)	Social media engagement metrics	Office of Public Relations	Fall 2025	

Create social media campaigns highlighting faith and academics.	Social media content calendar	Number of posts; Increase in followers and inquiries from social media	Office of Public Relations	2026	
Identify digital marketing needs.	Stakeholder Surveys & Questionnaires; Website & Social Media Analytics Review; Enrollment & Lead Tracking Analysis	Survey results; metrics from analytics, social media insights, and other digital platforms; Digital marketing impacts inquiries, applications, and conversions	Office of Public Relations	2026	
Recruit a digital marketing specialist.	Job description; Hiring process documentation	Position filled	President	2027	
Expand targeted advertising to engage mission-aligned students.	Digital advertising reports; Audience analytics	Reach and engagement of targeted ads; Increase in inquiries from targeted campaigns	Office of Public Relations	2028	
Objective 5: Implement holistic admissions criteria.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Review and refine criteria annually.	Admissions data reports; Annual review documentation	Adjustments made to criteria; Impact on applicant quality	VP Enrollment Management	Ongoing (Annual Review)	
Train staff on holistic evaluation methods and implement methods.	Training session materials; Staff participation records	Number of staff trained; Retention and graduation rates of holistically admitted students	VP Enrollment Management	Fall 2026	

Goal 3: Invigorate Academic Programs and Support Faculty Excellence					
Objective 1: Optimize Academic Programs.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Develop an annual program report by spring 2025 academic year and implement the process.	Financial and enrollment reports	Identification of high-demand programs; Enrollment trends in reviewed programs	VPAA	Spring 2025	
Discontinue underperforming programs based on clear benchmarks to reallocate resources effectively.	Financial and enrollment reports	Number of programs with low or no enrollment discontinued.	VPAA	Spring 2025	
Develop an annual program report by spring 2025 academic year and implement the process.	Standardized program report template; Department submissions	Completion and review of annual reports; Implementation of data-driven program decisions	VPAA, Department Chairs	Spring 2026	
Objective 2: Enhance Faculty Efficiency.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Reallocate faculty workloads to balance responsibilities and reduce overloads.	Faculty workload reports	Reduction in faculty overloads	ALT, VPAA	Fall 2025	
Train and enhance faculty engagement with the learning management system.	LMS training sessions; survey on faculty engagement	Number of faculty trained; Increased LMS utilization in courses	ALT, VPAA	Fall 2025	
Provide training in AI tools for administrative tasks to save time and increase efficiency.	Pre/post training surveys	Adoption rate of AI tools; Faculty feedback on efficiency improvements	ALT, VPAA	2026	
Introduce workload management policies, including flexible staffing plans and monitoring workload trends.	Workload Policy, workload report	Decreased faculty workloads.	ALT, VPAA	Fall 2025	
Objective 3: Strengthen Professional Development.					

Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Complete a needs assessment to identify faculty development priorities and areas for growth.	Faculty survey	Identification of key faculty development needs	ALT, VPAA	Spring 2025	Completed
Utilize external and internal resources to deliver at least six faculty development sessions, including workshops and online formats, aligned with the needs assessment results for the 2025-2026 academic year.	Attendance records	Faculty participation rate	ALT, VPAA	2026	
Assess the effectiveness of workshops and online sessions through faculty surveys and make necessary modifications to enhance future offerings.	Pre/post surveys	Faculty satisfaction levels	ALT, VPAA	2026	
Objective 4: Standardize Faculty Evaluations.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Define clear and measurable criteria for faculty evaluations that align with institutional goals and professional expectations.	Faculty evaluation rubric	Alignment with institutional goals	ALT, VPAA	Spring 2025	
Develop an annual faculty evaluation policy.	Draft policy document	Completion and approval of policy	VPAA, ELT	Spring 2025	
Implement annual faculty evaluation policy.	Evaluation reports; Faculty self-assessment forms	Number of faculty evaluated; Changes made based on evaluation results	Department Chairs, Division Chairs, VPAA	Spring 2025	
Conduct check-ins with department chairs or academic leadership as needed to support faculty progress and accountability in growth areas.	Individual Growth Plan (IGP) Review Form	Percentage of faculty achieving their identified growth objectives	Department Chairs, Division Chairs, VPAA	Fall 2026	

Review aggregated evaluation results to identify trends in faculty performance, professional development needs, and common areas for growth and support.	Department Feedback Summary Form	Quantitative and qualitative data from summary forms	Department Chairs VPAA	Spring 2027	
Objective 5: Enhance academic stakeholders to strengthen retention.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Utilize a standardized report to monitor retention rates for athletes, commuters, residential students, freshmen, and transfers.	Spreadsheet-Institutional research reports	Retention rate trends by student category; Identification of at-risk groups	VP Enrollment Management	Spring 2025	
Train faculty and staff on Dropout Detective as a comprehensive retention tool that integrates data from multiple stakeholders.	Training attendance records; Dropout Detective usage reports	Faculty/staff participation in training; Increased use of Dropout Detective for student interventions; Retention rates	VP Enrollment Management	Spring 2025	
Require programs to include retention and persistence rates in their annual program reports, using the data to guide institutional decisions and retention strategies.	Annual Program Reports; Retention and persistence data	Inclusion of retention metrics in program reviews; Data-informed program adjustments	VPAA	Spring 2026	

Goal 4: Transform Student Services to Meet Current and Future Needs					
Objective 1: Strengthen Advising, Career Services, and International Student Support.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Review and realign the organizational structure for student services under enrollment management to identify gaps, improve efficiency, and ensure cohesive support for students.	Organizational structure analysis; Student services workflow assessment	Identification of gaps and inefficiencies; Implementation of structural improvements	President	2026	
Develop dedicated support for international students, including a part-time DSO for visa renewals, cultural integration, and OPT workshops.	DSO hiring documentation; student surveys	Number of international students served; Participation and student feedback	VP Student Services, VP Enrollment Management	Fall 2025	
Incorporate telehealth counseling services to improve mental health accessibility.	Counseling service usage reports	Number of in-person vs. telehealth appointments; Student satisfaction with services	VP Student Services	Fall 2025	
Develop robust data utilization frameworks for tracking student service effectiveness and adapting services to long-term student needs by fall 2025.	Student Satisfaction Inventory (SSI) to assess student perceptions of service effectiveness, and a card reader system to track utilization rates of student services.	Improvement in SSI scores related to student services (target: 10% annual increase) and year-over-year growth in student service usage based on card reader data.	VP Student Services, VP Enrollment Management	Spring 2026	

Goal 5: Heighten Our Financial Position to Ensure Long-Term Stability					
Objective 1: Promote Resource Stewardship.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Review all programs (academic, athletic, support services, etc.) annually to evaluate feasibility and impact.	Program evaluation reports; Enrollment and financial data	Tuition revenue vs. expenses	ELT	Spring 2026 (Annual Review)	
Reallocate resources to prioritize financially sustainable areas with the highest institutional impact.	Resource allocation reports; Budget reallocation plans	Reduction in funding for low-impact programs; Increased investment in high-priority areas	President, VP Finances	Fall 2026	
Conduct formal ROI analysis for all major investments, including fundraising initiatives.	Financial Performance Reports and Cost-Benefit Analysis Tools to assess the financial returns and impact of major investments, including fundraising initiatives	10% ROI within two years, and fundraising growth rate of 10% increase in funds raised year-over-year.	President, VP Finances, VP Advancement	2026	
Objective 2: Build Advancement and Development Capacity.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Hire Vice President for Advancement.	Job description; Hiring process documentation	Position filled	President	Summer 2025	
Enhance alumni engagement by organizing a graduate award luncheon and other initiatives to foster lifelong connections with CBC.	Post-Event Surveys; Alumni association participation rates	Survey results; Retention rate of alumni involved in multiple events/initiatives; Increase in alumni	Office of PR, VP for Advancement	Spring 2025	

		giving participation rates			
Host donor events and fundraising campaigns to increase alumni and church contributions.	Event schedules; Fundraising campaign reports	Number of donor events hosted; Increase in alumni and church contributions	President, VP Advancement	2026 (Ongoing)	
Strengthen the alumni association by engaging current students, updating membership benefits, improving communication with monthly newsletters and potential podcasts, and organizing class events by Fall 2026.	Alumni Surveys; Membership Tracking System; Communication Analytics	Alumni Survey outcomes Membership-increased number of students joining the alumni association one- year post-graduation; Communication-Email open and click-through rates for alumni newsletters; Social media interaction rates (likes, comments, shares on alumni-related content) Class functions- Participation rates	Office of PR, VP for Advancement	2026	
Objective 3: Strengthen Financial Stability.					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Create a tuition discount task force to balance affordability and financial sustainability.	Discount rate analysis reports	Institutional discount rate; Task force recommendations	President, VP Finances	Spring 2025	
Develop a financial plan to lower discount rates, increase external funding, and optimize budgets.	Financial planning documents; Budget optimization reports	Reduction in institutional discount rate; Increase in	President, VP Finances	Spring 2025	

		external funding sources			
Review three-year budget plans annually to adjust for identified external risks by fall 2025.	Budget review reports and risk assessment checklists.	Percentage of budget changes based on identified risks and difference between projected and actual budgets	VP Finances	Fall 2025	
Objective 4: Build a Culture of Data-Informed Decision Making Across the Institution					
Strategies	Instrument	Metrics	Responsibility	Timeline	Progress
Develop a systematic process to collect, analyze, and share information across departments, ensuring that institutional decision-making is informed by comprehensive and accurate data.	Data collection framework; Institutional data-sharing protocols	Increased accessibility to data for decision-making; Implementation of standardized data reports	ELT	Fall 2025	
Provide training for faculty and staff on data utilization and its application in strategic planning and daily operations.	Training materials; Workshop attendance records	Number of faculty/staff trained; Increased use of data in planning and reporting	ELT, Assessment & Planning Committee (APC)	Fall 2025	
Require all departments to submit annual reports outlining their progress, outcomes, and alignment with institutional goals, using this data to inform updates to the strategic plan.	Standardized department report templates; Annual report submissions	Completion rate of departmental reports; Integration of data into strategic planning updates	Vice Presidents, Department Heads	Spring 2026	
The Assessment and Planning committee will collaborate with the Vice Presidents to review departmental outcomes	Annual strategic plan update	Inclusion of departmental outcomes in strategic planning; Improved alignment of	Assessment & Planning Committee, Vice Presidents	Spring 2026	

and integrate findings into the rolling strategic plan, ensuring alignment with institutional priorities.		initiatives with institutional priorities			
Implement a comprehensive data analytics framework that tracks multi-year performance indicators to support long-term strategic planning.	Excel spreadsheets and manual data collection templates.	Number of performance indicators tracked over multiple years and documented updates to strategic planning based on data analysis.	ELT	Spring 2026	