



## Central Baptist College Strategic Plan Revised January 2019<sup>1</sup>

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### Strategic Plan Overview

Max Depree says, “It is important to remember that we cannot become what we need to be by remaining what we are.”<sup>2</sup> While the mission of Central Baptist College will and must remain, the means by which we achieve the mission must alter as new challenges approach. In an attempt to be prudent while humbly trusting God, the strategic plan below outlines how the college will grow and improve.

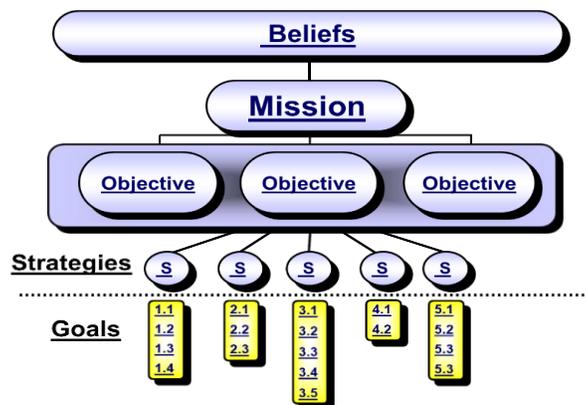
### Model for Strategic Plan

In 2014, Dr. Lindsay Gunn facilitated a two-day strategic planning training for the Strategic Planning Team. After the initial training, the Strategic Planning Team met several times to refine the plan. The plan was finalized in June 2017 and approved by the Board of Trustees in October 2017. As the plan was put into motion, it became apparent that campus-wide buy-in had not been achieved.

In January 2019, the Strategic Planning Team revised the plan to make its use more practical for academic and co-curricular departments. As a result, the following changes were made:

- 1.) Revised objectives to be more comprehensive
- 2.) Changed the term “Action Plans” to “Goals”
- 3.) Eliminated unrealistic action steps due to current budget constraints
- 4.) Changed “Action Steps” created by the Strategic Planning Team to “Department Goals” created by academic and co-curricular division and department leaders
- 5.) Broadened goals so multiple departments can set annual department goals to support the strategic plan (*see Appendix A*)
- 6.) Created ways to connect the budget and the strategic plan

### Current Model for Central Baptist College Strategic Plan



<sup>1</sup> This is the second revision of the college’s strategic plan created in June 2017. The first revision was made in May 2018.

<sup>2</sup> Max DePree, *Leadership is an Art* (New York: Van Nostrand Reinhold, 1978).

## **Beliefs**

Central Baptist College adheres to the beliefs and values of the [Baptist Missionary Association of America doctrinal statement](#).

## **Mission**

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

*The following purposes were established to achieve the institution's mission:*

- 1.) To create an environment that fosters understanding, appreciation and love for God's word.*
- 2.) To create a campus community that supports students and faculty in the acquisition of knowledge.*
- 3.) To create excellent programs of study that challenge students and provide practical experience in the chosen discipline.*
- 4.) To create an understanding among faculty and students of the need for lifelong learning.*
- 5.) To create opportunities for spiritual growth and service to God.*

## **Objectives**

Objectives are an uncompromising commitment to achieve specific measurable, observable or demonstrable results that exceed the present capability. The objectives below were adopted in February 2015.

- 1.) Students will excel in an appropriate course of academic study.*
- 2.) Students will grow in Christian maturity each year.*
- 3.) Students will be equipped for a life of productivity and service.*

The revised objectives are as follows:

- 1.) Challenge minds academically*
- 2.) Engage hearts to grow in Christian maturity*
- 3.) Inspire souls for productivity and service*

## **Strategies**

Strategies are bold resolutions that dedicate the organization's resources and energies toward the continuous creation of systems to achieve the extraordinary as expressed in the mission. The strategies below were adopted in February 2015.

- 1.) Academic: We will pursue academic excellence through relevant and distinctive programs and methods.*
- 2.) Faculty/Staff: We will recruit, retain and develop mission-driven team members.*
- 3.) Student Life: We will provide holistic student development opportunities to transform lives.*
- 4.) Finances: We will optimize net tuition, fees, enrollment and operating costs, including salaries, for the long-term financial sustainability of the college.*
- 5.) Passion: We will create a culture of unrelenting passion where people know they are valued and supported individually and spiritually through exceptional service.*

## **Goals**

Goals are statements of what the institution desires to achieve. Each goal must directly support at least one strategic objective.

Action steps are goals created by divisions and departments which determine the steps needed to achieve each action plan. Action steps define what needs to be accomplished, who should be responsible, what the timeline should be.

The following goals were proposed by the Strategic Planning Team in December 2016 and refined in January 2019. See Appendix B for goal worksheets and department goals.

**1. Academics**

- 1.1 Create a better understanding of the Mission Statement.
- 1.2 Ensure academic program quality and variety.
- 1.3 Offer diverse and meaningful learning experiences.
- 1.4 Provide better support for underserved students.
- 1.5 Maintain a meaningful culture of assessment that drives continuous improvement.

**2. Faculty & Staff**

- 2.1 Retain quality faculty and staff.
- 2.2 Develop and train quality faculty and staff.
- 2.3 Work as a team to improve employee delight.

**3. Student Life**

- 3.1 Support PACE students as they persist and graduate.
- 3.2 Help students find meaningful careers.
- 3.3 Nurture the spiritual life of students.
- 3.4 Continue to make CBC a safe place students, employees, and guests.
- 3.5 Improve the student athlete experience.

**4. Finances**

- 4.1 Create an annual cash reserve fund.
- 4.2 Strengthen enrollment.

**5. Passion**

- 5.1 Improve Customer Delight.
- 5.2 Enhance alumni connections.
- 5.3 Enhance development activities.
- 5.4 Refine the CBC brand.

**Conclusion**

The success of the college greatly relies on the working of the Lord and the faithful obedience of the administration, faculty, and staff. This responsibility is both challenging and humbling. The strategic plan will guide Central Baptist College to become what it needs to be to face the challenges ahead.

## ***Appendix A***

### ***Revisions to Actions Plans/Goals***

**Purpose:**

The need for revision became clear as departments sought to connect department plans to the strategic plan. It was difficult to support the strategic plan because of its narrow focus and demand for unavailable funding. A revision to the strategies and action plans allows departments across campus to support the strategic plan through department plans and budgets.

**Plan for Revision:**

First, take the intent of each action plan and create a broader, yet focused statement. This opens the path for shared responsibility of the strategic plan. For example, instead of one or two departments being responsible for the spiritual development of students, all departments can be responsible because all departments have the autonomy to share the Christian faith.

Second, remove all unrealistic action steps. Allow individual departments to create “action steps” through department goals which become the means to reaching each strategy.

The following tables display the former action plans and revised action plans, which will be henceforth called “goals.”

# Strategy 1: Academic Revisions

Former Action Plan	Intent of Action Plan	New Goal	Notes
<p><b>Action Plan 1:</b> Define and Measure academic excellence and faith-learning integration</p>	<p>The integration of Christian faith and academic excellence is the foundation of the mission statement. We have a general understanding of what that phrase means, but we need to define “excellence” and document how our faith is incorporated in teaching and learning.</p>	<p>Create a better understanding of the mission statement.</p>	<p>The suggested revision is a broader statement and will allow all departments to contribute, not just academics.</p> <p>Assign goal to the ALT for development of initiatives and action steps. Other departments should be encouraged to incorporate supportive action steps in their plans.</p>
<p><b>Action Plan 2:</b> Develop a curriculum plan based on market occupation need and analysis</p>	<p>The intent was to examine and strengthen existing programs while exploring other viable program options.</p>	<p>Ensure academic program quality and variety.</p>	<p>The initial goal was focused solely on the development of a curriculum plan. The broader revised goal can include planning, program reviews, and other supplemental support from student services.</p> <p>Assign goal to the ALT for development of initiatives and action steps. Other departments should be encouraged to incorporate supportive action steps in their plans.</p>
<p><b>Action Plan 3:</b> Promote academic excellence through enhanced learning experiences such as study abroad, visiting professors, instructional technology, meaningful internships, and community collaboration</p>	<p>The purpose of this goal was to offer diverse and meaningful learning experiences for students.</p>	<p>Offer diverse and meaningful learning experiences.</p>	<p>The revised goal is more succinct. Other departments could provide these types of experiences as well.</p> <p>Assign goal to the ALT for development of initiatives and action steps. Other departments should be encouraged to incorporate supportive action steps in their plans.</p>

<p><b>Action Plan 4:</b> Develop a foundational program for remedial education needs</p>	<p>The intent of this goal was to develop a plan to improve the retention of remedial students.</p>	<p>Provide better support for underserved Students.</p>	<p>The revised statement can include curriculum changes, policies, and support from student services.</p> <p>Assign goal to the ALT for development of initiatives and action steps. Other departments should be encouraged to incorporate supportive action steps in their plans.</p>
<p><b>Action Plan 5:</b> Implement and maintain a comprehensive academic assessment plan for departments, programs, and personnel.</p>	<p>The intent of this goal was to build upon the culture of assessment that we have established by focusing on planning.</p>	<p>Maintain a meaningful culture of assessment that drives continuous improvements.</p>	<p>The revised statement can still support assessment planning, but it can also include policies, tools, and processes.</p> <p>Assign goal to the ALT for development of initiatives and action steps. Other departments should be encouraged to incorporate supportive action steps in their plans.</p>

## Strategy 2: Faculty & Staff Revisions

Former Action Plan	Intent of Action Plan	New Goal	Notes
<p><b>Action Plan 1:</b> Establish a competitive salary and benefit structure for faculty.</p>	<p>To raise salaries in order to retain, develop, and attract quality faculty. To provide motivation for remaining at CBC. To connect performance and evaluation with pay increases.</p>	<p>Retain quality faculty and staff.</p>	<p>The suggested revision is a broader statement and will encourage other ways, outside of pay raises, that can lead to retention of quality faculty and staff.</p> <p>Suggest combining action plan 1 &amp; 2 since they are virtually the same.</p>
<p><b>Action Plan 2:</b> Establish a competitive salary and benefit structure for staff.</p>	<p>To raise salaries in order to retain, develop, and attract quality staff. To provide motivation for remaining at CBC. To connect performance and evaluation with pay increases.</p>	<p>See Action Plan #1.</p>	<p>See revisions above. This Action Plan would combine with #1.</p>
<p><b>Action Plan 3:</b> Offer industry standard professional development and training.</p>	<p>To invest in developing quality faculty and staff by focusing efforts in providing professional development and training; to standardize communication.</p>	<p>Develop and train quality faculty and staff.</p>	<p>The revision takes out the “industry standard” wordage, thereby allowing for outside-of-the-box thinking in developing employees.</p>
<p><b>Action Plan 4:</b> Promote meaningful relationships among faculty and staff at all levels.</p>	<p>The purpose of this overall was to increase morale and job satisfaction and loyalty to the institution. We discussed increasing communication, transparency and interaction among faculty, staff and administration as a way to make that happen.</p>	<p>Work as a team to invest in employee delight.</p>	<p>This revision builds on the CBC Pillars of Strength of “Customer Delight” and “Teamwork.” Except, instead of “customer,” it becomes “employee.” By encouraging employees to delight in their job and to be part of the team, morale should increase.</p> <p>Remove the current action steps and replace them with more general initiatives that encourage department heads and administration to focus on communication, transparency, creating meaningful relationships, and interaction.</p>

## Strategy 3: Student Life Revisions

Former Action Plan	Intent of Action Plan	New Goal	Reason for Revision
<b>Action Plan 1:</b> Assess the need for a PACE academic and career advising center.	There is less support for PACE students than traditional students outside of the classroom. An academic and career advising center seemed to be a good way to offer support for PACE students.	Support PACE students as they persist and graduate.	In one way or another, almost every co-curricular department is involved in supporting the PACE program. This statement clearly shows the college's goal to support PACE students, thus departments should think how they can better serve the PACE students they work with regularly.
<b>Action Plan 2:</b> Take ownership in the responsibility to help graduates find a meaningful career.	There is pressure for colleges to prove their value through career placement and "hire-ability." CBC wants to meet that challenge and help students reach their career goals.	Help students find meaningful careers.	The phrase change is intended to be more moving for department directors than the former phrasing. The intent is the same.
<b>Action Plan 3:</b> Develop the spiritual life of students through a Christian service program.	Support the mission of the college by creating a Christ-centered environment in which students grow spiritually.	Nurture the spiritual life of students.	Instead of the spiritual development of students resting on one department, every department can create ways to nurture the spiritual life of students they interact with daily.
<b>Action Plan 4:</b> Enhance campus safety to reduce opportunities for harm or disturbance.	The college seeks to provide a safe environment.	Continue to make CBC a safe place for students, employees, and guests.	The new verbiage invites departments outside of campus safety to make CBC a safe, hospitable place.
<b>Action Plan 5:</b> Improve the student athlete experience.	Over 50% of the traditional student body is comprised of student athletes. This student population plays a significant role on campus, so the support for student athletes should be proportionate to the need.	Improve the student athlete experience.	No revisions are suggested in wording; however, the action steps should involve departments outside of the athletic department who seek to provide a great experience for student athletes.

## Strategy 4: Finances Revisions

Former Action Plan	Intent of Action Plan	New Goal	Reason for Revision
<p><b>Action Plan 1:</b> Establish an annual 20% Cash Reserve</p>	<p>There is a need for a substantial reserve to cover the operating budget when revenue shortfalls occur. Also, to provide for new initiatives to help the college strengthen enrollment through operational improvements.</p>	<p>Create an annual cash reserve fund.</p>	<p>A 20% reserve doesn't seem realistic now because the operating budget can barely be met. So, the first step in the next few years would be to create a fund with a minimum amount. Then the revised goal would be to get to 20%.</p>
<p><b>Action Plan 2:</b> Develop Revenue Models</p>	<p>Increase enrollment, therefore increasing net tuition revenue for the college.</p>	<p>Strengthen Enrollment.</p>	<p>If more students enroll then credit hour production will increase &amp; net tuition revenue will increase.</p>

## Strategy 5: Passion Revisions

Former Action Plan	Intent of Action Plan	New Goal	Reason for Revision
<b>Action Plan 1:</b> Improve “Customer Delight” for campus constituencies.	The purpose of this action plan is to ensure students and guests have a great experience while on campus.	Improve “Customer Delight” for campus constituencies.	The action plan/goal does not need to change.
<b>Action Plan 2:</b> Cultivate alumni connections in order to enhance alumni giving.	The college’s intent is the strengthen relationships with alumni.	Cultivate alumni connections.	The original action plan limited alumni connections. Now departments across campus are encouraged to maintain contact with alumni.
<b>Action Plan 3:</b> Enhance development activities with multiple college constituencies.	The intent of this action plan is to support the college’s budget through increased giving opportunities.	Enhance development activities.	Changing the wording opens the door for other departments to join in development activities.
<b>Action Plan 4:</b> Refine the CBC brand.	The intent of this action plan is to ensure CBC’s brand is consistent and marketed to well to showcase all CBC has to offer.	Refine the CBC brand.	No changes necessary

## ***Appendix B***

### ***Strategy Goals and Action Steps***

Note: The action steps listed are from the original strategic plan. Department leaders will contribute to the plan at a later date by submitting annual department goals (i.e. action steps).

## Strategy 1: ACADEMICS

### Goal 1.1: Create a better understanding of the Mission Statement.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
<p>Academic excellence will be defined and measured.</p> <p>Faith-learning integration will be examined to ascertain integral relationships between our Christian faith and human knowledge, particularly as expressed in various academic disciplines.</p>	<p>Academic Leadership Team</p> <p>Academic Leadership Team</p>	<p>As determined by the Academic Strategic Plan</p>	<p>Time and Effort:            Director of Institutional Effectiveness and the Academic Leadership Team</p> <p>Time and Effort:            Department Chairs and the Academic Leadership Team</p>	<p>Obtaining comparative data from peer institutions and creating new institutional reports</p> <p>None</p>	

## Strategy 1: ACADEMICS

Goal 1.2: Ensure academic program quality and variety.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Examine and strengthen existing programs while exploring other viable program options	Department Chairs and the Academic Leadership Team	As determined by the Academic Strategic Plan	None	Preparation for a review will involve additional work for department chairs and faculty.	

## Strategy 1: ACADEMICS

Goal 1.3: Offer diverse and meaningful learning experiences.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Expose students to different cultural perspectives.	Vice President for Academic Affairs	As determined by the Academic Strategic Plan	None	Additional work by a coordinator or faculty.	

## Strategy 1: ACADEMICS

Goal 1.4: Provide better support for underserved students.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Improve the success rate of those who require remediation	Academic Leadership Team	As determined by the Academic Strategic Plan	Additional faculty may be required	Self-identification of students needing remediation  Resistance to change by faculty if proposal requires an alternative format for teaching students with needs.	

## Strategy 1: ACADEMICS

Goal 1.5: Maintain a meaningful culture of assessment that drives continuous improvement.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Identify and strengthen departments with weak assessment programs.	Assessment Committee	As determined by the Assessment Committee	Funding for the possible purchase of external assessment tools	Participation from key personnel  Reliance on adjunct instructors for assessment continuity	

## Strategy 2: FACULTY/STAFF

### Goal 2.1: Retain quality faculty and staff.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Needs assessment – market study, compare to other institutions, survey peers, establish benchmarks.	ELT; ALT; Human Resources; Board of Trustees Finance committee	2-5 years	Someone to put together meaningful numbers and find the best way to compare ourselves to like institutions.	Time; possibly money for survey data.	
Revise Pay Scale and Schedule	ELT; ALT; Human Resources; Board of Trustees Finance committee. Regarding a faculty pay scale – should include input from the ALT and Faculty Council	2-5 years	Money. Find a way to encourage loyalty to CBC. Tie evaluations and performance reviews to raises in compensation.	Funding	
Maintain appropriate teaching load for faculty.	ALT; ELT	2-5 years	More faculty to balance the teaching load. Compensation increases could lead to faculty needing to teach lighter loads.	Funding to hire new faculty	

360-degree annual review and evaluations.	ELT, ALT, and all department chairs and directors.	1-3 years	Establish standards for review; review cycle and standardize forms. For faculty, include teaching observations.	Changing old habits. Close relationships among faculty and staff.	Forms have been standardized and are available. Faculty peer reviews are done on a rotating basis by Division Chairs and Department Chairs. Still need to know how many co-curricular offices are doing annual reviews.
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## Strategy 2: FACULTY/STAFF

### Goal 2.2: Develop and train quality faculty and staff.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Central location to access ALL policies and procedures	Supervisors, Directors, HR, VPs	1-3 years	Training for all staff to document procedures; follow policies and refer to central location. Cloud storage and easy access.	Not all procedures are documented. Process for policy approval can be slow.	An internal Sharepoint site was created in the Fall of 2018 for all employees and contains handbooks, business office forms, etc. Still need to identify which policies need to be updated and which departments need procedures to be documented.

<p>Provide funds for professional development</p>	<p>ELT, Board of Trustees, ALT, Directors</p>	<p>Ongoing</p>	<p>Money; needs assessment; establish guidelines for distributing funds (may be different for faculty and staff).</p>	<p>Money; time/workload may not allow for professional development; resistance to development; participation.</p>	<p>In 2017-2018, the ALT established guidelines and created request forms for faculty to request professional development funds. Awards were made to several faculty. In Fall 2018, all professional development funds were cut from the campus budget due to a declining enrollment. But faculty and staff continue to develop themselves on their own dime, or by using freely available tools (according to a survey conducted in the Fall 2018 semester.)</p>
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## Strategy 2: FACULTY/STAFF

### Goal 2.3: Work as a team to invest in employee delight.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Increase communication between employees within departments, across departments, and from the administration.	Everyone	Ongoing	Find a way to demonstrate the need for this and train directors and department chairs to develop a culture of sharing and make communication a purposeful habit.	Reluctance to change old habits. Personal feelings and history might get in the way.	Monthly employee meetings were established called "T.E.A.M. Meetings" to bring all employees together to improve communication. The HR department also started sending a monthly e-newsletter to all employees.
Encourage meaningful relationships amongst employees	Everyone	Ongoing	Time to do this task at work without cutting into workloads. Possibly money for lunches, etc. Train directors to accomplish this task in ways that don't cost money but are still meaningful.	Reluctance to change old habits. Personal feelings and history might get in the way.	

Demonstrate transparency at decision-making levels	Everyone	Ongoing	Find a way to demonstrate the need for this. Tie this step with the communication step.	Changing bad habits.	Monthly T.E.A.M. meetings have help aid this effort.
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## Strategy 3: STUDENT LIFE

Goal 3.1: Support PACE students as they persist and graduate.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Develop a mentor program for women in PACE	WISH Steering Committee	Spring 2019	Curriculum and training materials	Recruiting mentors may be challenging. Find people who have a passion for helping women – WISH members, PACE alumni, local church members.	Titus 2 Women’s Ministry has created an entire mentoring program curriculum for churches and organizations to use for free when launching a mentoring program. The college will use this curriculum for the mentoring program.

## Strategy 3: STUDENT LIFE

### Goal 3.2: Help students find meaningful careers.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Assist students with part-time and summer job placement during undergraduate years	AVP for Student Services	Fall 2017	<ul style="list-style-type: none"> <li>-Listing of part-time jobs</li> <li>-Relationships with employers</li> </ul>	<ul style="list-style-type: none"> <li>-Some students are selective when applying for part-time work. For example, several students do not want to work in restaurants, but Conway has several open restaurant positions.</li> <li>-Getting students to understand the value of any job while in college will take time.</li> </ul>	This step has been successful, but the work is not complete. Students now know that student services can help with job placement. The office of student services needs to continue to share job opportunities with students.
Assist students with full-time job or graduate school placement after graduation	AVP for Student Services	Fall 2018	<ul style="list-style-type: none"> <li>-Listing of full times jobs</li> <li>-Knowledge of graduate school program offerings</li> <li>-Relationships with graduate schools &amp; employers</li> <li>-Relationships with graduating seniors to know their career goals</li> </ul>	<ul style="list-style-type: none"> <li>-Meeting with students to discuss their career goals will take a lot of time. It will be important to start meeting with seniors earlier in the semester and possibly in the last semester of their junior year.</li> </ul>	A few students have made one-on-one appointments with the AVP for Student Services to discuss their future plans. A graduate school fair and/or job fair should be planned for the following Fall semester.

<p>Create a four-year plan for competencies every student should meet at certain benchmarks (i.e. write a resume, work as an intern, apply for a job, work a room, seek a professional mentor, volunteer in the community, etc.)</p>	<p>AVP for Student Services</p>	<p>Spring 2019</p>	<ul style="list-style-type: none"> <li>-Research of best practices</li> <li>-CAS standards for Career Services</li> <li>-Time to develop the professional competencies map</li> </ul>	<p>-Starting anything from scratch is a challenge, but this can be overcome by researching similar programs.</p>	
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## Strategy 3: STUDENT LIFE

### Goal 3.3: Nurture the spiritual life of students.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Partner with the BMA Missions office to create opportunities for students to travel and serve abroad.	Spiritual Life Coordinator	Fall 2017	-Connections with BMA leaders and missionaries -Understanding of how to connect students to trips	The greatest challenges are liability of the institution, student safety, finding ways to fund trips, determining if college credit can be awarded, and finding missionary partners. These challenges are great and require much research before launching such a program.	This step was successful. The BMA Missions office sent the Volunteer Student Ministries Coordinator to speak in chapel and recruit students for upcoming VSM trips.
Develop a mentorship program for students to be mentored by employees, alumni, and community members	AVP for Student Services & Director of Alumni Engagement	Spring 2019	-An approved budget -Access to alumni contact information -Availability to go to community & BMA events to establish relationships with potential mentors	Proper training and mentorship will be critical to the success of the Director and the program.	

<p>Develop a comprehensive discipleship program incorporating campus small groups, one-on-one discipleship, and corporate worship gatherings outside of Chapel</p>	<p>Associate Vice President for Student Services</p>	<p><del>Summer 2020</del> Fall 2019</p>	<p>-An approved budget -Training</p>	<p>Finding ways to reach this new generation is a challenge. Many students do not take initiative to get involved. The Director will need to learn the most recent best practices for campus spiritual life programs.</p>	<p>The plan lent itself for the AVP for Student Services to lead this effort, but students approached the AVP and requested to launch a student-led discipleship program. The students have the full support of the student services office. Funding for student leader training and occasional gatherings comes from the student services budget to support this goal.</p>
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## Strategy 3: STUDENT LIFE

Goal 3.4: Continue to make CBC a safe place for students, employees, and guests.

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Regroup the Crisis Intervention Team & train	Director of Campus Safety and Security	Spring 2019	-First aid kits, CERT jackets to identify team members in emergency situations	-Scheduling	

## Strategy 3: STUDENT LIFE

Goal 3.5: Improve the student athlete experience.

<b><u>Action Step</u></b> <i>What needs to be done?</i>	<b><u>Responsible Person</u></b> <i>Who should take action to complete this step?</i>	<b><u>Timeline</u></b> <i>When should this step begin? Be completed?</i>	<b><u>Necessary Resources</u></b> <i>What do you need in order to complete this step?</i>	<b><u>Potential Challenges</u></b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b><u>Result</u></b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>

## Strategy 4: FINANCES

### Goal 4.1: Create an Annual Cash Reserve Fund

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Operating Cost Containment	Paul Cherry – VP for Finance	Ongoing	Annual strategic budget planning process along with regular annual balancing of budgets each month. Then, have regular budget training sessions with Division chairs, Directors and VP's to explain and clarify the process. Also, transfer responsibility to the Division chairs and Directors to get this information to their VP for review at a specified time each year.	Effective training. This could be accomplished by regular meetings to explain this process and cast the vision of proactive planning through the strategic planning process.	A 20% reserve doesn't seem realistic now because the operating budget can barely be met. So, the first step in the next few years would be to create a fund with a minimum amount. Then the revised goal would be to get to 20%.

## Strategy 4: FINANCES

### Goal 4.2: Strengthen

### Enrollment

<b><u>Action Step</u></b> <i>What needs to be done?</i>	<b><u>Responsible Person</u></b> <i>Who should take action to complete this step?</i>	<b><u>Timeline</u></b> <i>When should this step begin? Be completed?</i>	<b><u>Necessary Resources</u></b> <i>What do you need in order to complete this step?</i>	<b><u>Potential Challenges</u></b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b><u>Result</u></b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Positive enrollment trend needs to be established.	Ryan Johnson – VP for Enrollment Management	Fall 2019 & ongoing	Campus wide teamwork	The lack of financial resources. This will cause us to be extremely creative & work with the entire campus to draw more students in through the SEP process.	The institution is still in an enrollment decline. A Strategic Enrollment Plan (SEP) will need to be developed in order to change this trend.

## Strategy 5: PASSION

### Goal 5.1: Improve “Customer Delight”

<u>Action Step</u> <i>What needs to be done?</i>	<u>Responsible Person</u> <i>Who should take action to complete this step?</i>	<u>Timeline</u> <i>When should this step begin? Be completed?</i>	<u>Necessary Resources</u> <i>What do you need in order to complete this step?</i>	<u>Potential Challenges</u> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<u>Result</u> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Create a welcome center / guest services center on campus	President and Vice President for Advancement	Completed in January 2018	Location, Materials to create a desk area, Personnel	Identifying an appropriate location  Funding to purchase materials and hire personnel	<b>COMPLETED</b>  <i>Furniture from former Admissions Office and staffed by volunteers or student workers. Coordinated by Lisa Padgett.</i>

## Strategy 5: PASSION

### Goal 5.2: Cultivate alumni connections

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Develop an alumni membership drive in order to increase annual memberships	Director of Alumni Engagement	Join in June Promotion in 2018	Volunteers and Training	Release time from other duties for CBC personnel	Prior to the “Join in June” promotion, we had 48 alumni members. Below are number after the promotion: June 2018: 65 July 2018: 74 August 2018: 94 Similar drives are planned to be offered on an ongoing basis.
Conduct two alumni phone-a-thons per year to supplement the institution’s operating budget	Director of Alumni Engagement	Development of new Structure: Summer 2019 Drives: November 2019 and June 2019	Develop a plan Train volunteers	Funds were included in the original 2018-2019 budget to work with Dave Creek Media to purchase some alumni data. This line item was later decreased so will need to wait until the end of the budget year to see if there will be funds for this purpose.	Conducted a drive in November 2017. Realized a lot of our alumni contact information is not current. Have been working to update data. Next phone-a-thon to be announced.

Assess the current structure of the Alumni Association and develop recommendations for improvement/reorganization	Director of Alumni Engagement	Ongoing	Revised constitution and by-laws for the Alumni Association	Resistance to change from current alumni association members	New Director of Alumni Engagement has recruited a new board. They are assessing the current structure and will make recommendations for changes if needed.
Assess current system for follow up / tracking of alumni to determine if what we are doing is adequate or could be improved	Director of Alumni Engagement working in conjunction with the VP for Academics	Ongoing	Would possibly need to purchase software for this purpose OR Raiser's Edge may be able to be used?	Funds for software	An online survey was sent to graduates from the past six years. Data received was sent to the VP for Academics.
Develop a Mustang Mentors (or Mustangs Connect) Program where alumni can mentor current students to connect students to alums in their chosen field of study	Director of Alumni Engagement and AVP for Student Services	Need to develop new timeline.	Connection to willing alumni	Communication plan	
Continue development and growth of the Mustangs in the Making program	Director of Alumni Engagement	Fall 2017 – ongoing	Connection to alumni who have children in our target age range	The program will outgrow budget allowances  Communication	The Director of Alumni Engagement has worked to get all Mustangs in the Making records entered into Campus Anyware. She has also worked with Admissions to develop procedures for transferring MITMP participants over to the Admissions Office.

## Strategy 5: PASSION

### Goal 5.3: Enhance Development Activities

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Develop an Annual Fund Program – Gifts that Transform	Director of Development	2017 (Calendar year) - ongoing	Materials	Communication Time to make visits	The program has begun out and work on it continues. The Director of Development resigned in April 2018 and this position was taken out of the 2018-2019 budget. However, we were able to allocate budget funds to re-hire her in August 2018.

Develop a communication plan for endowed scholarship donors	Vice President for Advancement with the Vice President for Finance	Fall 2017 – ongoing	Fund information	Determining what information should be included in the report and making the report understandable for the donors	A fund report was generated for donors in September 2017 who attended the Endowed Scholarship Gathering. A report was generated for ALL donors in December 2018. This involved four offices to gather/incorporate all needed data. Now that the first batch has been done, this should continue on at least a yearly basis.
Develop a Women’s Initiative for fundraising and relationship cultivation	Vice President for Advancement and Director of Development Scholarship Committee Chair: Rachel Whittingham Mentorship Committee Chair: Rachel Steele Steering Committee Chair: Amy Reed	Fall 2017 – ongoing	Consultant Plan for the Initiative Group of women willing to be involved and champion the initiative	Communication Getting internal processes and procedures in place quickly Follow through	This program was launched in November 2017. 2018 The first scholarship awards via the scholarship committee were awarded. Career Closet created. Endowed Scholarship Established. 2019 Pilot mentoring program.
Develop a “Thank You” Campaign for Donors	Director of Development	2019-2020 academic year	Determine the scope of this project and develop a plan  Budget resources based on the plan	Time to work this into the other initiatives we are implementing	

Determine next steps for the Capital Campaign (Vision 2020)	President and ELT	2018-2019 academic year	Time to plan Strategic Plan completed Master Facilities Plan Completed	Resistance to projects selected to be included	It was decided that the President and the Vice President for Advancement, in consultation with the Advancement Committee of the Board of Trustees, will evaluate the need for the next capital campaign at regularly scheduled meetings of the Board.
Secure underwriting (partial or full) for select programs	Executive Leadership Team	Fall 2018 - Ongoing	Identify key employees who can be trained in fundraising methods	Resistance to taking on a fundraising role with other duties Release time to work on fundraising	
Increase church support through development of CBC Day in the churches	President and Director of Church Relations	Fall 2017 – Ongoing	Hire a Director of Church Relations (Done – August 2017) 2017 goal: 50 churches 2018 goal: 100 churches 2019 goal: 150 churches	Churches/Pastors who have had a bad experience or have a negative perception of CBC – building relationships with them Many churches are not adding things to their budgets or are resistant to asking their members to give to additional things	The 2017 goal of 50 churches was exceeded. The 2018 goal of 100 churches was exceeded. The 2019 goal is 150 churches.

<p>Continue development of the Mustang Club (goal: annual budget supplementation and program underwriting)</p>	<p>Vice President for Advancement and Vice President for Enrollment Management with the Director of Alumni Engagement and all Coaches</p>	<p>Fall 2017 – Ongoing</p>	<p>Need a staff member who can spearhead this effort. For 2017-2018 it is the Director of Campaign Activities For 2018-2019 it is the Director of Alumni Engagement (same person, different title).</p>	<p>Need a full time person in the future who can work on athletic fundraising</p>	<p>All athletic teams were required to conduct a Friends &amp; Family Mustang Club Campaign during the 2018-2019 year using the Everyday Hero Platform. These team campaigns are ongoing.</p>
<p>Develop a regional event series to connect Alumni and prospective students to CBC</p>	<p>President, Vice President for Advancement, and Director of Alumni Engagement</p>	<p>Fall 2017 – Ongoing October 2017 – event in Oklahoma attended by President Kimbrow in conjunction with the BMA of Oklahoma Meeting</p>	<p>Funds for travel and events at out of town locations.</p>	<p>Time and funding.</p>	<p>Funding is not available to do these like we prefer...four per year...but as opportunities arise where we join an existing event we are doing so.</p>
<p>Develop Advisory Councils for each academic department (ultimate goal: underwriting for academic departments)</p>	<p>Vice President for Advancement along with other Advancement personnel AND Vice President for Academics with Division Chairs and Department Chairs</p>	<p>Spring 2018 – Ongoing GOAL: Have an advisory council established for all academic departments by the end of the 2021-2022 academic year. Can start them in 1/3 of all of the departments each year.</p>	<p>Work with the Vice President for Academics to identify the departments who will complete the program review process. Work with those departments to develop Advisory Councils to aid in the program review process and develop new avenues for program underwriting. Funds for luncheons/meetings for the councils</p>	<p>Finding time to complete this along with other job duties that are required</p>	<p>VP for Academics and VP for Advancement have met to begin preliminary planning. With the resignation of the Public Relations Director, this has not been worked on during the 2018-2019 academic year.</p>

## Strategy 5: PASSION

### Goal 5.4: Refine the CBC Brand

<b>Action Step</b> <i>What needs to be done?</i>	<b>Responsible Person</b> <i>Who should take action to complete this step?</i>	<b>Timeline</b> <i>When should this step begin? Be completed?</i>	<b>Necessary Resources</b> <i>What do you need in order to complete this step?</i>	<b>Potential Challenges</b> <i>Are there any potential challenges that may impede completion? How will you overcome them?</i>	<b>Result</b> <i>Was this step successfully completed? Were any new steps identified in the process?</i>
Review the CBC Style Guide and make recommendations for needed changes	Vice President for Advancement	2019-2020	Identify an outside company who can edit our current guide	Getting the current guide in a document that can be edited from Martin Wilborn – may have to start over.	The Director of Public Relations resigned in August 2018 and that position was not replaced. Changing the timeline for this step.
Review recruitment efforts across all programs (Traditional, PACE, and online) in order to develop a comprehensive marketing plan	Vice President for Advancement, Vice President for Enrollment Management, Director of Admissions, Director of PACE Enrollment, Director of Military Relations	January 2018 - ongoing	Identify someone/some company to serve in a consulting capacity to develop and implement a plan	Funding	A partnership was entered into with Dave Creek Media in January 2018. Work was initially done only for the PACE program, that extended into the traditional program and social media management with the resignation of the Public Relations Director. In January 2019 we will try a new marketing focus to recruit CBC students...not trad and PACE students separately.

Develop guidelines so that third party local businesses can sell CBC merchandise	Mustang Outfitters Manager	2019-2020	Policies and forms or third party vendors to complete	Determining if third party vendors are complying	A new Mustang Outfitters Manager was hired in the Fall 2017 semester. 2018 brought many personal challenges for the Manager and as a result she has been very, very part time. This action step was pushed back for those reasons.
Enhance Mustang Outfitters offerings in order to increase sales/profits	Mustang Outfitters Manager	Fall 2017 – Ongoing	Hire a new manager (September 26, 2017), provide training on systems and campus policies, provide freedom to stock new products, develop a marketing plan, develop an online store. We learned in 2018 that a new POS system has to be purchased for Mustang Outfitters so that a software upgrade can take place. All of this has to be done before an online store can be implemented.	Balancing student labor so that it doesn't dip into our profits, developing an online store and fulfillment process	New home and apparel items have been added to the store. An online store is being planned for the Fall 2019 semester.

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