

# CENTRAL CHRISTIAN COLLEGE OF KANSAS

Christ-Centered Education for Character



## Residential Strategic Enrollment Management Plan

Recruit, Connect, Persist, Launch

# 2019-2023



127  
CENTRAL 5K

93  
CENTRAL 5K

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# Executive Summary

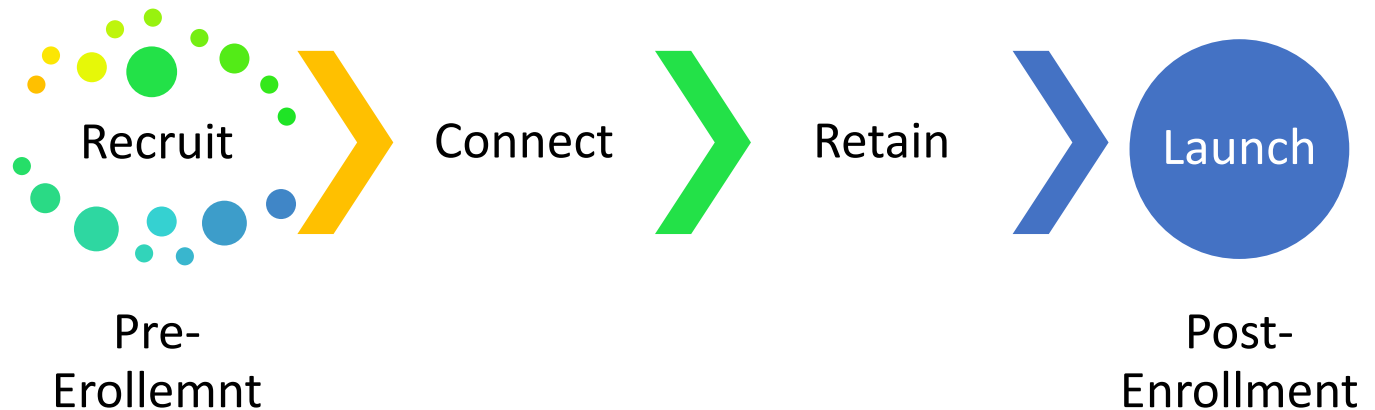
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This report serves as an overview of the residential enrollment strategies and goals for Central Christian College of Kansas that provide a framework and a guide for decision making at every level of enrollment management.

The purpose of the Residential Strategic Enrollment Management Plan (RSEMP) is to create a framework for the College to fulfill the goals and objectives as outlined in the strategic plan. To achieve this we have developed an approach focusing on improvement through the stages of enrollment. This will allow us to simultaneously enhance the processes, procedures, and student experiences in all aspects of enrollment management. This provides a framework for the goals and data driven strategies. Which in turn, will allow the college to meet the key performance indicators as defined in the Strategic Plan.

The stages of enrollment as defined by this report:

- **Recruit:** Identify and encourage prospective students to apply and complete the entry process, moving them from prospect to deposit.
- **Connect:** Move students from acceptance to completion of the first semester of enrollment.
- **Retain:** Move students from the first semester of enrollment to completion of 60 credits.
- **Launch:** Move students from completion of 60 credits to graduation and vocational procurement (i.e. military, graduate school, jobs, service, etc.).



# Introduction

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Building on the foundations laid out in the Strategic Plan, this Residential Strategic Enrollment Management Plan (RSEMP) is a three-year plan specifically targeting residential enrollment. This document aligns with the Strategic Plan and is designed to amplify the recruitment, retention, persistence, and completion goals articulated in the Strategic Plan. As such this document provides an informed mechanism for deploying support and resources designed to enhance student recruitment, retention, persistence, and completion by recognizing four discrete, yet connected phases: Recruit, Connect, Persist, and Launch.

The RSEMP is a tool for the admissions and student life offices and is in alignment with the mission to provide a Christ-Centered Education for Character.

As is true for any dynamic document, the data and the plan set forth herein are in a continuous state of flux. As such, this plan codifies a design that will require revision and refinement as the needs of the institution and the results of the data provide greater depth & clarity. Being an organic plan, the current operational structure may illustrate minor and significant adjustments from what is articulated herein.

The intent of all Strategic Enrollment Management initiatives is to provide efficient and effective operations, leading toward improved retention and persistence of students at the College. Data informs these initiatives, ensuring that program oversight receives timely and relevant input.

Student retention and persistence is an ongoing concern of nearly every institution intent on offering a quality education experience. As such, the College utilizes a comprehensive tracking system (included in the Data Book) to record and provide longitudinal data. Annual data tracking helps inform goal setting and assess programmatic success.

The purpose of the tracking of this data, other than for the purposes of assessing budgetary projections, is to determine trends within certain subcategories; evaluating when a student may choose to end their CCKK experience prior to the receiving of a degree and in what category we often find those students.

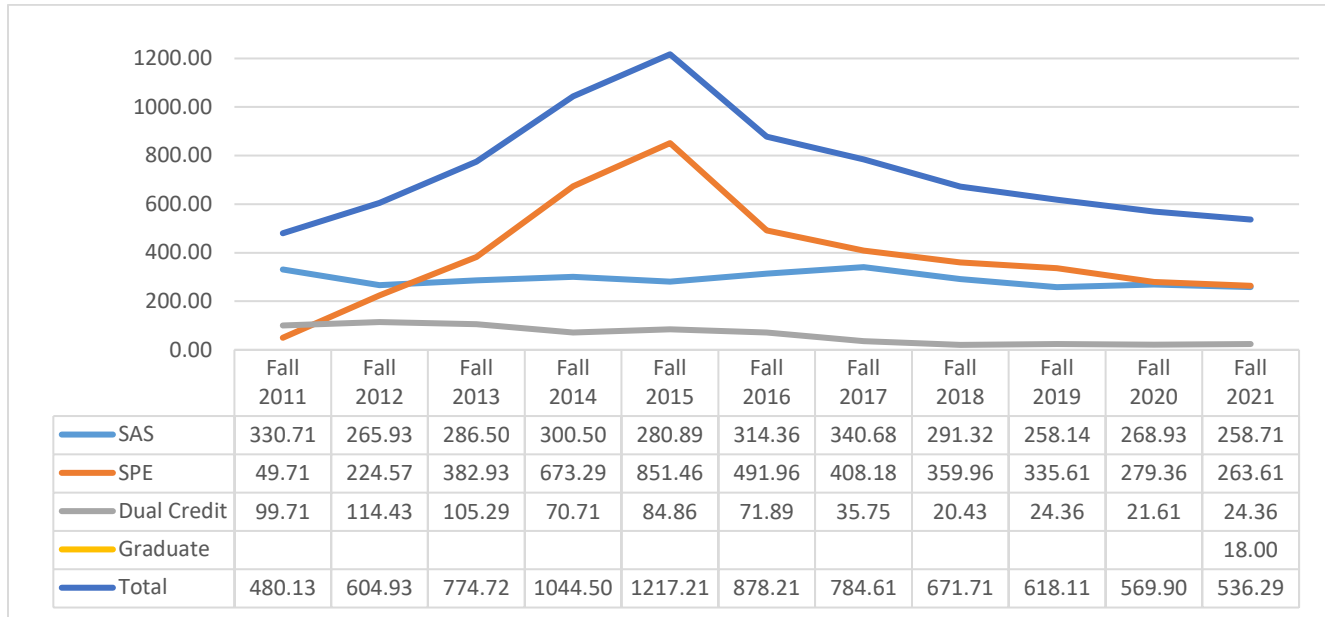
As such, this document is a representation of the synergistic energies of a campus culture dedicated to student success and the advancement of its mission.

# Enrollment History

Although the RSEMP focuses on residential enrollment management it is important to analyze the comprehensive enrollment data to understand the role residential students hold.

CCCK’s enrollment for the last ten years has averaged 710 of full-time equivalency (FTE) students. While the average of residential FTE has been 303. With the highest residential enrollment year being 2013 with over 385 students. (Central Christian College of Kansas, 2020)

Figure 1: Ten Year CCCK Enrollment History FTE





# Enrollment Outcomes

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As with any other institution there are key populations that directly contribute to the success of reaching the desired outcomes for enrollment. Our primary populations are:

- First-Time, Full-time Freshman (FTFT)
  - Affect: By increasing the top of the funnel, the potential for sustained growth through retention, persistence, completion, and achievement is increased.
- Transfer and Spring Enrollments
  - Affect: Enhancing targeted recruitment of transfer and spring students will offset attrition.

The three key factors influencing CCKK currently are:

- Increase Retention, Persistence, and Completion
  - Affect: Each of these indicators would lead to a corresponding increase in revenue
- Redistribute Aid
  - Affect: Reallocating aid resources to allow for retention focused distribution could positively affect at-risk or underrepresented populations as the result of low socio-economic resourcing or unforeseen life events.
- Balance Student Demographic Enrollment
  - Affect: Reallocating aid resources to allow for retention focused distribution could positively affect at-risk or underrepresented populations as the result of low socio-economic resourcing or unforeseen life events.

## Desired Outcomes

There are three overarching goals of the RSEMP,

- Achieve the enrollment and retention goals as outlined in the strategic plan as outlined in KPI 1.01
- Stabilize freshmen enrollment numbers in alignment with retention and persistence data, in order to obtain a residential enrollment above 325 over the next three years.
- Achieve retention, persistence, and completion rates to position CCKK to meet and exceed KICA and AFMEI institutions.
- Shift the recruitment and enrollment culture to an institutional-wide perspective that emphasizes collaboration, coordination, transparency, and data-driven decision making.

## Strategic Plan KPI 1.01 Enrollment and Retention Sections

2020-2021

- Enrollment: Residential (290); Online (370); DC (67); Master's Program
- Retention: Residential (FTF - 59%); Online (FTF - 55%)

2021-2022

- Enrollment: Residential (295); Online (300); DC (75); Master's (20)
- Retention: Residential (FTF - 62%); Online (FTF - 70%)

2022-2023

- **Enrollment:** Residential (302); Online (325); DC (87); Master's (23)
- **Retention:** Residential (FTF - 66%); Online (FTF - 72%)

2023-2024

- **Enrollment:** Residential (313); Online (342); DC (96); Master's (32)
- **Retention:** Residential (FTF - 68%); Online (FTF - 75%)

2024-2025

- **Enrollment:** Residential (320); Online (360); DC (112); Master's (43)



- **Retention:** Residential (FTF - 70%); Online (FTF - 75%)

# Challenges and Enrollment Impacts

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Other than general governance and execution of the specific aspects of this Strategic Enrollment Management Plan, there are other structural units that must be addressed. Each of these serve as a foundational component or a major influencer to the achievement of this plan. Failure to address these will prevent CCKK from achieving success in this initiative.

- Technology
- Financial Viability
- Discount Rate
- Marketing

In order for the College to achieve the outcomes articulated in this plan, coordination, and continual monitoring of each of these critical points of engagement is necessary. Each provides essential support to the overall work of enrollment management.

# Technology

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In order to stay competitive it becomes imperative to have the tools needed to consistently increase efficiency and productivity. A lack of these resources will cause enrollment to suffer.

## Issues

Without full access or functionality to (or a deeper training of) CAMS, shadow systems have emerged, leading to redundancies in prospective student outreach and diminished collaboration

Admissions related data and technology-related policies, procedures, and approvals were historically not a priority, resulting in the lack of a campus-wide approach to data and system governance.

The current LMS is only available to the online students. This needs to expand to all students. Updated 2021 – Expanded to all, including prospective students.

## Needed Modifications

Deploy a centralized student CRM system to foster collaboration campus-wide to enhance recruitment, enrollment, and student success.	In Progress Expected Completion Fall 2021
Develop working groups to establish policies and procedures for system implementations and data use, and ensure compliance campus-wide.	Completed Fall 2020
Create a positive culture around the importance of data storage, utilization, evaluation, and review for all constituents.	Completed Fall 2020
Launch of global LMS with integration into SIS.	Completed Fall 2020

# Financial Viability

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Cost is consistently viewed as one of the primary barriers to entry any higher education institution. How the College leverages the resources at its disposal greatly influence the success of campus enrollment.

## Issues

Cost and debt are primary concerns for students.

With the transition to an athletics recruiting model, the residential discount rate rose by 20% from 2010. (CCCK, 2020)

Total net tuition revenue has decreased by \$2,000 since 2010. (CCCK, 2020)

Scholarship and grant management is not a priority for current systems.

## Needed Modifications

Process for follow up with students with large outstanding balances is out of line with best practice.	Completed Fall 2020
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Review and adjust the institutional scholarship strategy annually to establish reasonable and enforceable caps that allow for an incremental shift to a retention-focused, need-based awarding model.	On Going
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Maintain a scholarship strategy that meets market expectations and aligns with institutional mission.	On Going
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Reduce the levels of unmet need for enrolled students to support retention, persistence to graduation, and overall student success.	On Going
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Launch a targeted retention grant program to increase cohort retention and graduation rates	Pending
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# Marketing

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Brand identity, consumer perception, and share of voice have a direct impact on enrollment and retention. Over the last five years the College has invested additional resources into brand development which has proven beneficial. However, there are areas that need to be addressed.

## Issues

Growing expectations industry wide for fully personalized marketing communications and print pieces.

Central prominent branding focuses on Christian, with less emphases on academics, affordability, career, and character development.

While CCCK is competitive and implementing industry best standards with unpaid social media exposure the cross channel marketing mix is lacking in print, promotions, personalized web content, and sponsored social media content.

## Needed Modifications

Allocate resources to develop a stronger digital presence to help penetrate less traditional more modern markets. In Progress

Provide customized scholarship information and financial aid opportunities. In Progress

Share “success stories” of young alumni to emphasize the CCCK ROI. In Progress

Increase social media to drive traffic to the CCCK website. In Progress

# Tracking

The Admissions Report is provided by the admissions department weekly. This analyzes the previous five recruitment cycles data for the specific week in each cycle. It also lists the current funnel totals for the current recruitment year, the upcoming spring start, and the next cycle's statistics. The report also shows the breakdown of deposited students in the current cycle and three predictive model estimates. In 2021, the bottom section breaking down total enrollment was added to the report.

Figure 2: Admissions Weekly Report, Final Week 2021

Recruiting Year	2015	2016	2017	2018	2019	2020	2021	Trend Analysis			Spring 2021	2022	Grad start Nov. 2021					
	09/01/2015	09/01/2016	09/01/2017	09/01/2018	09/01/2019	08/26/2020	09/08/2021	Year Over Year	Two Year Rolling AVG	Three Year Rolling AVG	09/08/2021	09/08/2021	09/08/2021					
Total Applications	695	637	837	588	395	586	540	↓ -46	↑ 50	↑ 17	63	78	16					
Application Drops	431	288	449	310	186	255	248				38	11	0					
Applications Denied	1	10	3	0	0	3	2				0	0	0					
Net Active Applications	0	0	0	0	0	0	0				0	44	14					
Total Admits	263	339	385	278	209	328	290	↓ -38	↑ 22	↑ 18	25	23						
Admit Drops	150	187	188	94	88	162	140				5	3						
Net Active Admits	1	0	0	0	0	0	6				0	19	1					
Total Deposits	112	152	197	184	121	166	144	↓ -22	→ 1	↓ -13	20	1	2					
Deposit Drops	15	18	21	23	29	38	31				6	0	0					
Net Active Deposits	97	134	176	161	92	128	113	↓ -15	→ 3	↓ -14	14	1	2					
Enrolled	107	134	172	150	92	128												
Enrolled - F/Freshmen	81	97	130	113	63	98												
Enrolled - Transfers	22	33	39	34	25	28												
Enrolled - Prior returning	4	4	3	3	4	2												
Percent of Total Enrollment	91%	100%	102%	107%	132%	130%												
Enrollment	135	127	150	150	145	135	130											
Enrolled-Goal	-28	7	-22	0	53	7												
* Deposit Trend was most accurate in weeks 1-11, Admit Trend was most accurate in weeks 12-47, Deposit Trend was most accurate weeks 48-52.																		
Team	Baseball	MBB	Golf	MS	MW	WBB	WS	Softball	WVB	MVB	WW	Cheer	Athletic	Esports	Academics	General	Total	Stretch
Roster Requirement	40	30	14	33	20	20	22	30	15	5	10	0	239	0	46	46	285	300
Intent to Return	19	20	3	21	10	8	18	18	7	0	7	0	131	1	10	12	143	143
Deposit Numbers	28	15	8	9	5	4	12	9	6	3	3	0	102	3	8	11	113	113
Total	47	35	11	30	15	12	30	27	13	3	10	0	233	4	18	22	256	256
Goals	▶ 7	▶ 5	▶ -3	▶ -3	▶ -5	▶ -8	▶ 8	▶ -3	▶ -2	▶ -2	▶ 0	▶ 0	▶ -6	▶ 4	▶ -28	▶ -23	▶ -29	▶ -44
Total Deposits Needed																	-142	-157

Since fall 2009, CCCK began assessing student's self-reported plans for return from the fall semester to the spring and from the spring to the fall. Each semester prior to the selection of courses for the following semester, CCCK administers an Intent to Return Survey (IRS) to the students. This self-reporting tool allows the College to gauge the probability that a student may or may not return to CCCK for the following semester or year. The information is compiled on a spreadsheet with the information divided into categories of Returning, Not Returning, Undecided and Graduating. The information is processed by the Student Life staff and disseminated to the faculty, coaches and advisors to explore what options are available to help the student remain for another term and persist on to graduation.

Furthermore, students whose intention is to leave CCCK prior to the completion of the undergraduate studies are asked to complete an "Exit Survey" in which they are asked to evaluate their experience as a student and to state their reasons for not persisting. The information gathered has helped to shape the persistence efforts.

# Measurable Benchmarks

Figure 3: Retention Rates Compared to Competitive Markets

**Retention:** According to the National Collegiate Retention and Persistence-to-Degree Rates (College Board, 2015), the national retention rate for first-time/full-time students (2013 to 2014) for Private institutions with a BA/BS was 70.2% ( $M - N$  249;  $SD$  19.3). For private institutions with traditional admissions requirements, the rate was 64% ( $M - N$  10;  $SD$  29.2). When looking at private institutions only offering Bachelor degrees, the rate was 64.9% ( $M - N$  87;  $SD$  11.6). Central’s retention rate in 2019 was 64% (CCCK, 2020).

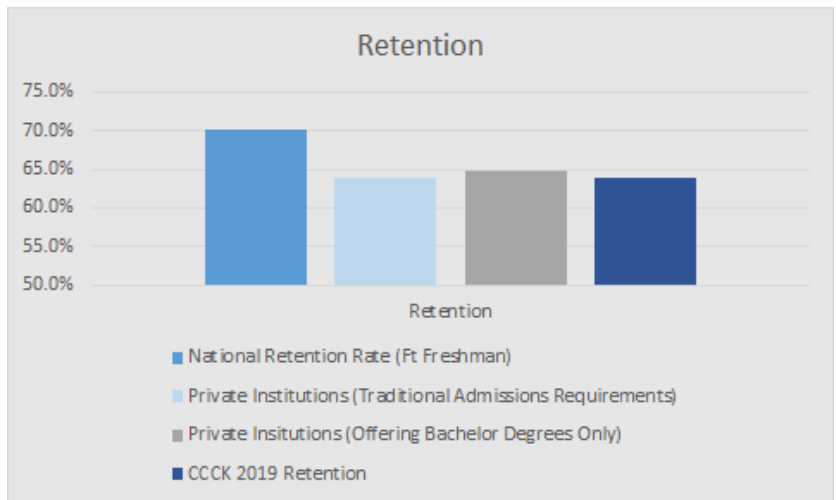
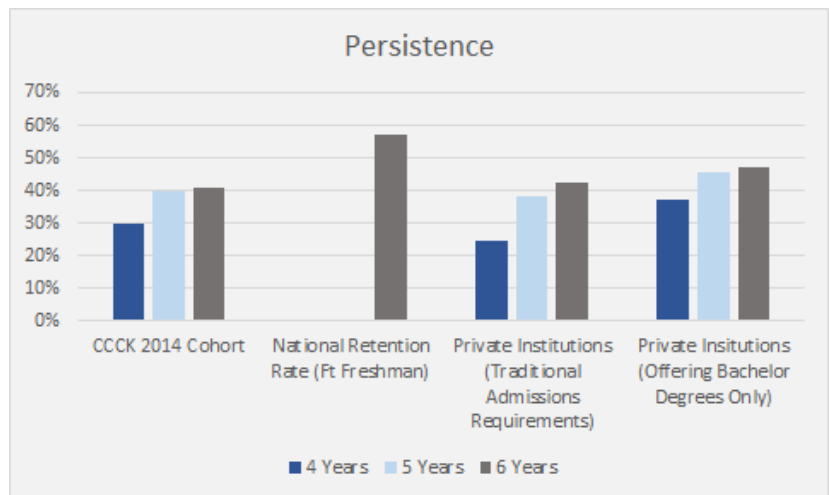


Figure 4: Persistence Rates Compared to Competitive Markets

**Persistence:** The most recent data demonstrates a persistence rate of 40% in six years (CCCK, 2020). This is significantly lower than the national average. According to National Collegiate Retention and Persistence-to-Degree Rates (College Board, 2015), the national persistence rate for private institutions with BA/BS was 57.2% ( $M - N$  155;  $SD$  24.6). For private institutions with traditional admissions requirements, the rate was 24.7% (4-years), 38.1% (5-years), and 42.3 % (6-years). When looking at private institutions only offering a Bachelor degrees, the rate was 37.0% (4-years), 45.3 (5-years), and 47.0% (6-years)





# Residential Strategic Enrollment Management Plan Framework



# Goals

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## **Recruit**

### **Prospecting:**

1. Invest In Additional Avenues For Names Buys
2. Identify Prospective Markets And Individuals, Tailoring Promotion Strategies
3. Engage And Expand Partnerships With Like-Minded Target Populations
4. Maintain A Strong, Consistent, And Accessible Web Presence

### **Cultivating:**

1. Provide Strategic Communication to Inform Students
2. Provide Communications Via A Multi-Channel Approach
3. Create and Maintain Comprehensive Processes to Ensure Procedural Efficiency

## **Connect**

1. Establish a sense of community with newly admitted applicants
2. Identify admitted students who are most likely to matriculate
3. Leverage Admissions Counselors as specialists in developing individualized graduation action plan
4. Offer special registration days for newly admitted students
5. Work closely with other offices to assist newly admitted students

## **Persist**

1. Establish co-curricular and extra-curricular activities
2. Increase the number of students who register for the following semester prior to the conclusion of a semester
3. Streamline registration process for visiting students
4. Work closely with the College's Foundation to establish a continuously supported pool of emergency funds
5. Enhance student-facing self-service tools and technologies

## **Launch**

1. Conduct a comprehensive academic progress evaluation of students with 60+ college level credits to
2. Reach out to Stop-Outs with 45+ credits
3. Enhance Junior & Senior Seminar process to highlight vocational readiness.

# Recruit

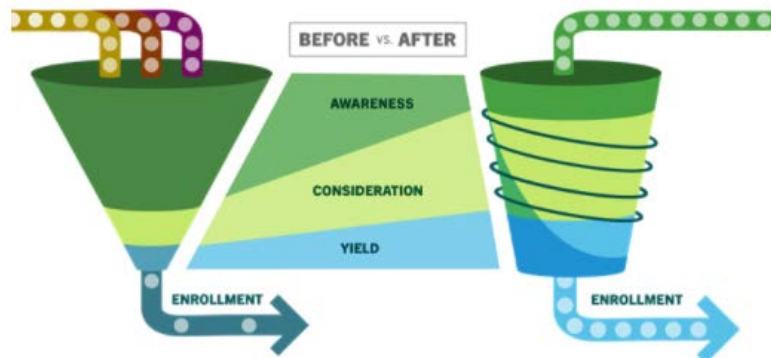
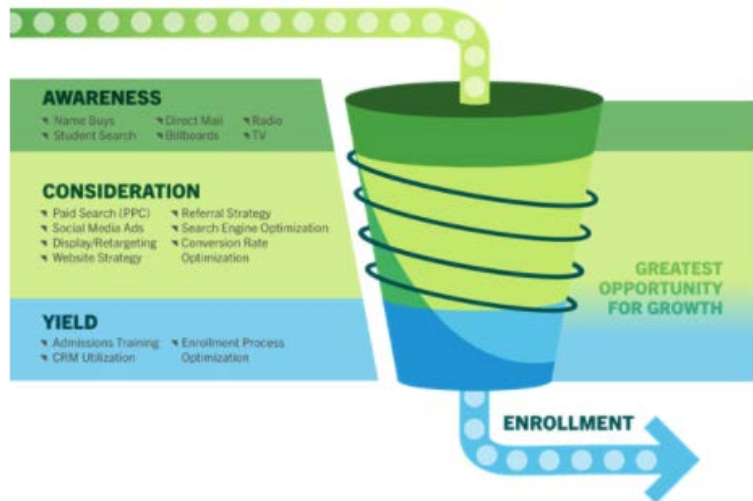
The objective of the Recruit phase is to identify and encourage prospective students to apply and complete the entry process, moving them from prospect to deposit.

Research suggests Colleges that nurture their relationships with prospects who are in the consideration phase often have greater success in meeting enrollment goals because those prospects have already expressed interest. An added benefit is that because the prospects get to know more about us (and vice versa), we are more likely to enroll “right-fit” students. These goals are achieved through integrating the college’s marketing and admissions teams to create a multi-layered activity approach.

From a marketing perspective this means leveraging technology channels designed to reach and engage prospective students at the consideration stage. Such as:

- Paid search (PPC)
- Paid and organic social media
- Display/retargeting
- Website strategy (includes search engine optimization and conversion rate optimization)
- Referral strategy
- Content marketing

This is a shift from the shotgun approach of targeting very wide audiences in order to gain name recognition. Such models do not produce the same level of yield with millennial and Gen Z consumers.



## Goals

### Prospecting:

1. Invest In Additional Avenues For Names Buys
2. Identify Prospective Markets And Individuals, Tailoring Promotion Strategies Designed To Generate Interest In Enrollment
3. Engage And Expand Partnerships With Like-Minded Target Populations (E.G. Private High Schools, Home School Associations, CLT Users, Churches, Etc.)
4. Maintain A Strong, Consistent, And Accessible Web Presence

### Cultivating:

1. Provide Strategic Communication to Inform Students

- Important Dates
  - Enrollment Opportunities
  - Next Steps
2. Provide Consistent Communications Via A Multi-Channel Approach
    - Text
    - Calls
    - School/Fairs
    - Email
    - Digital Media
    - Print
  3. Create and Maintain Comprehensive Processes to Ensure Procedural Efficiency

## Strategy

### **Invest in Additional Avenues for Names Buys**

Increase name sourcing partnerships from 1 platform to 3 (NRCCUA, CLT, NCSAA)  
 Target Date: September 2019                      Completed Date: September 2019

Increase the number of annual prospects in the system to +15,000  
 Target Date: September 2019                      Completed Date: September 2019

Increase the number of annual prospects in the system to +30,000  
 Target Date: September 2021                      Completed Date: August 2021

Be accessed through Christian Connector, via the application, scholarships, and the Roadmap  
 Target Date: October 2019                      Completed Date: October 2019

### **Identify Prospective Markets and Individuals, Tailoring Promotion Strategies Designed To Generate Interest in Enrollment**

Source Tracking: Every contact maintained in a College operated database should include coding allowing the analyst the ability to determine the source, as well as other pertinent data points that can help evaluate the cost-benefit and return on investment.  
 Target Date: January 2021                      Completed Date: January 2021

*Additional Goals found in the Marketing Plan Section*

### **Engage and Expand Partnerships with Like-Minded Target Populations**

Add 1 strategic partnerships with ministries & organizations [Teens for Christ]  
 Target Date: September 2019                      Completed Date: September 2019

Utilize Christian College Fair Organizers (Blueprint, NACAC, etc.) to ensure that we are present at all College fairs in target states  
 Target Date: September 2019                      Completed Date: September 2019

Produce & release dual-enrollment resources to all accredited private High schools in Kansas  
Target Date: July 2019 Completed Date: Postponed to 2022

Develop and launch an enhanced transfer student web resources that centrally aggregates key resources  
Target Date: July 2019 Completed Date: Postponed to 2022

Add 2 strategic partnerships with ministries (total of 3) [AFMEI, NCSAA, TFC]  
Target Date: May 2020 Completed Date: November 2019

Add 2 strategic partnerships with organizations (total of 5) [Reno County Sabers TFC, NCSAA, HCC]  
Target Date: May 2022 Completed Date: In Progress

### **Maintain a Strong, Consistent, and Accessible Web Presence**

Release Virtual Campus Tour for the Web  
Target Date: May 2021 Completed Date: April 2020

*Additional Goals found in the Marketing Plan Section*

### **Provide Strategic Communication to Inform Students**

Create early acceptance and early decision deadlines  
Target Date: September 2019 Completed Date: On Going

Develop & Deploy a streamlined campus visitor sign up system  
Target Date: September 2019 Completed Date: August 2020

Design and Implement freshman- senior multi-channel communication plan for students  
Target Date: May 2021 Completed Date: In Progress

### **Provide Consistent Communications via A Multi-Channel Approach**

Reinstate Student callers (team of 6, at 5 hours a week per caller)  
Target Date: September 2019 Completed Date: September 2019

Design Fall Travel Schedule: with at least 25 fairs, 100 high school visits.  
Target Date: September 2019 Completed Date: On Going

Design phase 1 of the communication plan  
Target Date: September 2019 Completed Date: September 2019

Design and Implement communication plan to dual credit students  
Target Date: December 2020 Completed Date: In Progress

Redesign admittance documents to communicate excitement & “insta worthy moments”

Target Date: October 2019

Completed Date: In Progress

**Create and Maintain Comprehensive Processes to Ensure Procedural Efficiency**

Perform comprehensive review of admissions document processing procedure and streamline, correct, and improve where necessary

Target Date: September 2019

Completed Date: September 2019

Reinstate communication tracking systems

Target Date: September 2019

Completed Date: September 2019

Develop Numbering Sequence to differentiate leads in CAMS

Target Date: October 2019

Completed Date: October 2019

**Admissions Funnel Outcomes**

Year	2019	2020	2021	2022	2023
Total Applications	399	578	540		

Year	2019	2020	2021	2022	2023
Total Admits	209	328	290		

Year	2019	2020	2021	2022	2023
Total Deposits	121	166	144		

Year	2019	2020	2021	2022	2023
Total Enrolled	92	128	113		

(CCCK, 2021)

# Residential Admissions Fall 2022 Cycle Overview

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A major step in accomplishing the goals and objectives of this plan requires a highly coordinated effort between things like travel and visit strategies, deadlines, and communication plans, including digital media, mailings, and calling and texting campaigns. One way that this is coordinated is through the annual cycle overview which serves as a base structure for the plans and goals for the year.

## 2022 Residential Enrollment Goals

According to the Strategic Plan the enrollment goal for the residential program for 2022 is 295. The admissions department’s goals will be based on a total enrollment of 310. This provides margin between the institutions goals and needs and the efforts of the admissions and student life goals.

Based on an early analysis of Fall 2021 enrollment information it is projected we will have 152 students return to campus next year. This means the Fall 2022 incoming class must be over 143 to meet the 295 goal and 158 for the 310 goal, assuming retention is in fact 152 or better.

In order to reach the goal of 158 enrolled students the college needs the following:

Status	Average Conversion Rate	Projected Needs
Enrolled	-	158
Deposits	85%	185
Admits	58%	319
Applications	49%	651

## Admissions Deadlines & Corresponding Goals 2021–2022

- October 31, 2021**      **Early Action Day**  
 Perk- First to get to sign up for housing  
 Goal-
- 200 Applicants, this would be a 25% increase over the seven year average and an increase in 8 students over 2021.
  - 75 Admitted Students, this would be a 168% increase in admits by this week over the seven year average and an increase by 9 students over 2021.

- December 1, 2021**      **Early Decision Day**  
 Perk- Second group of choice housing  
 Goal-
- 300 Applicants, this would be a 41% increase over the seven year average and an increase in 39 students over 2021.
  - 150 Admitted Students, this is an increase by 50 students over 2021 the same increase seen from 2020 to 2021. The seven year average is 60.
  - 35 Deposited Students, this is an increase by 7 students over 2021 the same increase seen from 2020 to 2021. The seven year average is 18.



**April 1, 2022**

**Early Bird Deadline**

Perk- \$500 scholarship for being admitted, deposited, & completed FAFSA

Goal-

- 500 Applicants, this would be a 16% increase over the seven year average and an increase in 79 students over 2021.
- 250 Admitted Students, this is an increase by 65 students over 2021 the same increase seen from 2020 to 2021. The seven year average is 167.
- 100 Deposited Students, this is an increase by 37 students over 2021 the same increase seen from 2020 to 2021. The seven year average is 51.

**June 15, 2022**

**Advertised Application Deadline**

Goal-

- 580 Applicants, this would be a 43% increase over the seven year average and an increase in 248 students over 2021.
- 320 Admitted Students, this is an increase by 71 students over 2021 the same increase seen from 2020 to 2021. The seven year average is 227.
- 158 Deposited Students, this is an increase by 55 students over 2021 the same increase seen from 2020 to 2021. The seven year average is 104.

## Campus Visit Plan 2021–2022

- Maintain current schedule for individual visits
- Preview Day in the Spring
- Admit Day- First Weekend in April
  - Consists of
    - Finalizing financial aid
    - Registering for Classes
    - ID Photo
    - Overnighter in the Dorm
    - Special Night Activity

## Travel Plan 2021–2022

Christian Schools

- Kansas- Annually
- Kansas Public Schools:
  - McPherson, Salina, Marion, Sedgwick, Barton, or Reno County's- Once Each Semester
- Youth Groups:
  - McPherson, Salina, Marion, Sedgwick, Barton, or Reno county's- Semi-Annually
- Great Plains Free Methodist Church Youth Groups: Semi-Annually
  - Reno County Sabers Homeschool CoOp- Sponsor the program- visit 3 athletic events
- Key Regional Fairs- Midwest Expo, etc.

## Digital Marketing Strategy

This is a basic outline of what we would look to do for 2022.

Figure 5: Proposed NRCCUA Digital Media Plan for FA-22

Campaign Name	Tactic	Strategy	Suggested Flight Dates	Impressions	CPM	Cost
Application Push Fall 2022	Next Gen CAT	Target 9,000 - 10,000 matched 2022 Prospects & Inquiries matched to Snapchat, Facebook, Instagram, Mobile and Home IP Address via the Google and Verizon Media Ad Exchanges	September -March	650,000	\$15	\$9,750
Transfer App Push	Mobile	Mobile geo-fencing your desired colleges to generate new inquiries & apps. We can either target your top feeder schools or target schools that are not familiar to your college.	Oct-March	300,000	\$10	\$3,000
Inquiry Gen	TikTok	Target teens in your specific marketing area using TikTok to generate new inquiries.	Oct-March	300,000	\$15	\$4,500
Junior Visit/Inquiry Push	Next Gen CAT	Target 4,000- 5,000 2023 matched Prospects & Inquiries matched to Snapchat, Facebook, Instagram, Mobile and Home IP Address via the Google and Verizon Media Ad Exchanges.	March-August	400,000	\$15	\$6,000
					<b>Total with Junior Campaign</b>	<b>\$23,250</b>

## Prospect Neutering

The process of neutering a prospect to become an inquiry and eventually applicant is critical to the success of an admissions funnel. The following two possibilities are being considered.

### Option #1- Fully In House

#### NRCCUA Search Strategy

This assumes an additional name buy from NRCCUA in the summer of 2021 to get back into a traditional name buy calendar of working a full year ahead.

<u>Estimated Quantity</u>	<u>Purchase Date</u>	<u>Distinction</u>
2000	June 1, 2021	Top .9 Model Score for Fall 2022
4500	July 1, 2021	Kansas .8< Model Score for Fall 2022
5500	July 1, 2021	Arts Interests in Top Region for Fall 2022
3000	July 1, 2021	Top Major Focuses for Fall 2022
2000	October 25, 2021	Top .9 Score for Fall 2023
4500	January 15, 2021	Kansas .8< Model Score for Fall 2023

5500	January 15, 2021	Arts Interests in Top Region for Fall 2023
3000	January 15, 2021	Top Major Focuses for Fall 2023

### Mailing Plan 2021-2022

<u>Timing</u>	<u>Medium</u>	<u>Group</u>
June 15, 2021	Postcard	All 2022 Prospect & Inquires
July 1, 2021	Letter	All 2022 Prospect & Inquires
July 1, 2021	Postcard	All 2023+ Prospect & Inquires
July 15, 2021	Inquiry Packet	All 2022 Prospect & Inquires
July 15, 2021	Postcard	New 2022 Names (NRCCUA & CC)
August 15, 2021	Letter	New 2022 Names (NRCCUA & CC)
October 1, 2021	FAFSA Postcard	Admissions Funnel

### Mailing Plan 2022-2023

<u>Timing</u>	<u>Medium</u>	<u>Group</u>
October 1, 2021	FAFSA Postcard	Admissions Funnel
October 30, 2021	Postcard	All 2023 Prospect & Inquires
January 15, 2022	Letter	All 2023 Prospect & Inquires
January 15, 2022	Postcard	All 2024+ Prospect & Inquires
February 15, 2022	Inquiry Packet	All 2023 Prospect & Inquires
February 1, 2022	Postcard	New 2023 Names (NRCCUA & CC)
March 1, 2022	Letter	New 2023 Names (NRCCUA & CC)

### Option #2- Outsource

This possibility utilizes a regionally based search and neutering specialist to do 75% of all of the prospect to inquiry/applicant work on behalf of the College. Stewart 360 averages providing their partners 20% (20-30 students for FA-22) of their class year one and between 50-75 students each following year.

The following is an excerpt from a recent proposal to illustrate the options available.



Central Christian College  
 STUDENT SEARCH AND  
 MARKETING PROPOSAL  
 2021-2023

**SEARCH PACKAGE SERVICE AND DELIVERABLES** Our targeted search campaigns provide maximum impact for minimum cost. The campaign is executed in two flights which run for 8 - 10 weeks each.

**S360 LIST CONSULTING** Our experience is at your service. When working with a limited budget, choosing the right names is the priority in maximizing your search impact. We will gather 3-5 years of historical data, review, then propose a model for garnering Central Christian College's most qualified sophomores, juniors and seniors. This package comes with 10 hours of list consulting to a search volume 30,000 names.

**MULTIPLE CAMPAIGN SEGMENTATION** Variable printing and campaign messaging helps to target specific audiences. The Stewart 360 team will maximize messaging impact based on prospect location, scholarship qualifications, major interest, and more. Stewart 360 take on all design, adhering to AC's guidelines, and revise until approved. This package allows for up to 10 unique campaign variables.

**TRIFOLD MAILER** The trifold mailer provides an opportunity for both parents and prospective students to get a glimpse at your university offerings. A custom message and photo from the counselor provides a personal touchpoint and platform for all other campaign touches. Custom variable messaging allows for unique messaging to further increase impact. We take on all design, adhering to AC's guidelines, and revise until approved. Approximated 15,000 names in spring, 15,000 names in fall. This package includes custom design, printing and postage.



3-level digital variability, shown above: student, their specific counselor with image and interest variable (below)

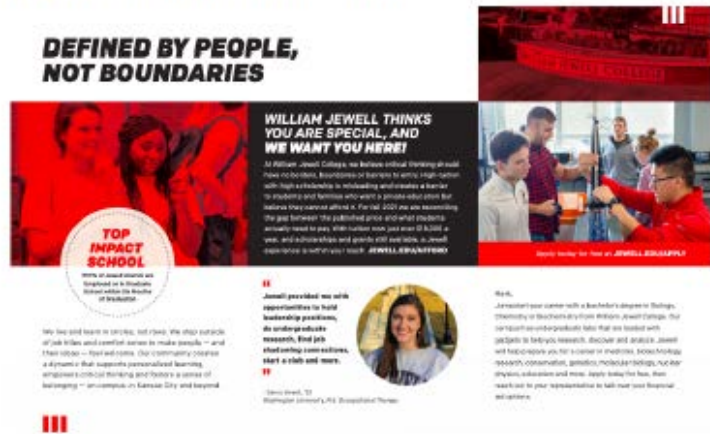


Figure 6: Example of a Stewart 260 Mailer with 3 levels of variability

**EMAIL CAMPAIGN** Emails include variables with a personified message and counselor assignment. This makes for gaudy Open and Engagement rates. Message-based emails will be delivered weekly during each of the two flights. We take on all design, adhering to Central Christian College’s guidelines, and with two rounds of revisions included. Additional rounds of revision billed at \$75/hour. Up to 6 counselors are included, additional counselors billed at \$300/counselor, billed after the kick-off call. This package allows for 10 unique and segmented emails delivered to the entire campaign list with 2 photo headers throughout the duration of the campaign.

**EMAIL TRACKING/REPORTING** Weekly reports are provided to show email activity and results based on opens and clicks. A separate report is provided showing students who have completed the request for more information.

**PHONE APPEND.** The lists of names will be analyzed and matched to phone numbers to aid in phone follow-ups. Our append service has a 70% match rate, higher than many other phone append methods. This package includes phone append.

**GEOFENCING TARGETING.** The geofencing ad campaign increases brand awareness and targets potential transfer students’ residences, sending them to the landing page or your website to respond to calls-to-action. We let you know with 9 digit zip accuracy when a prospect shows up on campus. This package includes 1 month of targeting or 250,000 impressions.

Figure 7: Price breakdown of the annual cost for utilizing Stewart360

**FEES (each year)**

Base Price for CORE Package - all consulting, creative, set-up, phone appending, reporting and (75) hours of phoning, direct-to-home geofencing first round.	\$12,118
Tri-fold mailers to full campaign list (30,000)	\$ 9,000
Postage to full campaign list (30,000)	\$ 4,800
Emails to full campaign (x10)	\$ 6,000
<b>Total</b>	<b>\$31,918</b>

Each year: 50% of campaign fee total + all postage - net 30  
 Remaining 50% of campaign fee total due at second drop date.

# Marketing Overview

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Recognizing the current competitive environment and emerging markets in Higher Education, Central Christian College of Kansas must leverage the opportunities and niche markets at its disposal, as well as exploit every technological advantage afforded through its resource base.

## Competitive Brands

Primary competing markets include:

1. Community Colleges and the emergence of free tuition initiatives and the ongoing Ramsey effect pushing students to reconsider attendance at private colleges.
2. Public Institutions and the allure of cheap and amenities.
3. Other Private Institutions, which are primarily selling the same basic product.

## Target Markets

- Kansas High School Students
- Private and Homeschool Students
  - Including CLT
- College Transfers
- Coach Referrals
- Dual Credit Students
- Alumni and Free Methodist

## Secondary Markets:

- Parents
- High School Coaches
- Guidance Counselors

# Marketing Plan

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Acknowledging the similarities that exist among other direct competitors (private colleges), Central Christian College of Kansas must emphasize its distinctive. This requires broad based systemic adoption of the signature nature of the mission and character development program emphasized by the college. Any one department falling back to shared distinctive with other primary competitors (i.e. small, private, Christian, safe) will undermine the strategic advantage of CCKK's signature offering.

## Goals

**Launch New Website** Target Date: October 2019

Completed Date: October 2019

The website is often the first contact, and sometimes the only contact, made with an inquiry. This makes it a primary marketing and recruitment tool. According to the 2019 Ruffalo-Noel Levitz study on E-Expectations (Enrollment), the website was named the most influential information resource by both high school juniors and seniors.

While internal discussion about the role of the website argues for multiple purposes, moving forward the College clarifies that the primary role of the web page is for marketing purposes with a fundamental mission to drive interest and referrals to join the CCKK family.

Therefore, the visual appeal, ease of use, access to information, and the push toward enrollment should be evident and inform every stage of planning and execution.

- Next Steps:
  - Install Google Analytics and Review Monthly      Completed
  - Invest in SEO Tool for the Website                      Completed
  - Institute a Chat on the Website                              In Progress
  - Employ Heat Maps    Pending

**Add Responsive Contact** Target Date: October 2019

Completed Date: October 2019

Based on the Core Value of student centricity and the perceived personal nature of CCKK. All front facing (virtual, telephone, and face-to-face) interactions should be personal, professional, and appropriate.

The College must maintain dedicated staff to facilitate communications specifically a staff member to ensure that all inbound calls, incoming documents, and questions are handled with care, intentionality, and appropriate follow-up.

Hired and trained one full time staff.      Completed Fall 2019

**Increase Sponsored Social Media Presence** On Going

With the increased use of social media as a primary means for communication and information gathering, CCKK benefits by telling her story and giving digital community members a glimpse into the college. The institution has just completed in the first time in her history the first year (2018-2019) of consistent, high quality, and informative content. Now that the foundation has been laid the next piece is to intertwine sponsored posts into the existing social media strategy.



Therefore, the College must increase the frequency of the sponsored posts in order to achieve this objective, the following results need to be realized:

- Continue use of Instagram, Facebook, and Twitter implementing the current all-encompassing strategy.
- We need to increase the activity on YouTube specifically in short, engaging videos ads. According to a recent study by Pearson nearly 60% of Generation Z prefer learning by video over any other method. As well as data from Pew, is that 85% of teens use YouTube which is more than any other single social media site.
- In 2019, increase paid campaigns to three annually. **Completed**
- In 2020, increase paid campaigns to five annually. **Completed**
- In 2021, increase paid campaigns to seven annually. **Completed**
  - This goal was completed via the 1.25 million impression campaign in partnership with NRCCUA.
- In 2022, utilize NRCCUA to run a digital media campaign of 1.5+ million impressions.

Figure 8: Proposed NRCCUA Digital Media Plan for FA-22

Central Christian College of Kansas Media Plan FY22						
Campaign Name	Tactic	Strategy	Suggested Flight Dates	Impressions	CPM	Cost
Application Push Fall 2022	Next Gen CAT	Target 9,000 - 10,000 matched 2022 Prospects & Inquiries matched to Snapchat, Facebook, Instagram, Mobile and Home IP Address via the Google and Verizon Media Ad Exchanges	September -March	650,000	\$15	\$9,750
Transfer App Push	Mobile	Mobile geo-fencing your desired colleges to generate new inquiries & apps. We can either target your top feeder schools or target schools that are not familiar to your college.	Oct-March	300,000	\$10	\$3,000
Inquiry Gen	TikTok	Target teens in your specific marketing area using TikTok to generate new inquiries.	Oct-March	300,000	\$15	\$4,500
Junior Visit/Inquiry Push	Next Gen CAT	Target 4,000- 5,000 2023 matched Prospects & Inquiries matched to Snapchat, Facebook, Instagram, Mobile and Home IP Address via the Google and Verizon Media Ad Exchanges.	March-August	400,000	\$15	\$6,000
					<b>Total with Junior Campaign</b>	<b>\$23,250</b>

**Increased Referral Funnel**      Target Date: May 2021

In Progress

With the increased marketing focus on recruitment, there is a parallel focus on alumni and friend relations. While not specifically addressed herein, this plan does recognize the role such promotion can have on referrals, which have proven to be an effective recruiting tool. The primary objective here is to provide consistent opportunities for referrals, making the process simple and safe. This includes ensuring that all communications identify a way for readers to refer names.

- In 2021, launch the teacher and youth/children’s ministry back to school campaign to gather information on alumni in these industries to provide CCK merchandise and gather their information.

**Completed      September 2021**

**Development of RSEMP**      On Going

The initial development of the Residential Strategic Enrollment Management Plan is a major step towards the redevelopment of proper procedures, policy, and planning for the enrollment process. As it continues to develop as outlined in the introduction, rationale, and overview section this document will continue to be developed through the three years of its term.

# Connect

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The objective of the Connect phase is to move students from acceptance to completion of the first semester of enrollment.

## Goals

1. Establish a sense of community with newly admitted applicants through effective communication and involvement in academic and social activities
2. Identify admitted students who are most likely to matriculate
3. Leverage Admissions Counselors as specialists in developing individualized graduation action plan
4. Offer special registration days for newly admitted students; develop a tentative class schedules for the first year
5. Work closely with other offices to assist newly admitted students in timely completion of all documents

## Strategies

### **Establish a sense of community with newly admitted applicants through effective communication and involvement in academic and social activities**

Communicate to parents weekly from May through August of the recruitment cycle.

Target Date: August 2020

Completed Date: August 2020

Develop a standardized and staged virtual Student Orientation process including, welcome videos, campus tour, next step videos

Target Date: May 2021

Completed Date: July 2020

Welcome communication from department chairs or programs coordinators to their new students

Target Date: May 2021

Completed Date: Pending

Postponed to May 2022

### **Identify admitted students who are most likely to matriculate**

Develop rating system on likelihood to matriculate

Target Date: May 2022

Completed Date: Pending

Test rating system on likelihood to matriculate

Target Date: August 2022

Completed Date: Pending

Implement rating system on likelihood to matriculate

Target Date: January 2023

Completed Date: Pending

**Leverage Admissions Counselors as specialists in developing individualized graduation action plan**

Complete an Individualized Graduation Plan as part of the enrollment process  
Target Date: August 2021                      Completed Date: Pending  
Postponed to August 2022

Hire a third admissions counselor to help cover the additional work required for each additional perspective student  
Target Date: August 2021                      Completed Date: Pending

**Offer special registration days for newly admitted students; develop a tentative class schedules for the first year**

Host Admitted Student Day  
Target Date: May 2020                      Completed Date: Postponed due to Covid-19

Host a Summer Orientation Day featuring, class scheduling, financial aid, student life, student Id's, and family dinner.  
Target Date: July 2020                      Completed Date: Postponed

**Work closely with other offices to assist newly admitted students in timely completion of all documents**

Leverage Admissions Document Tracking in CAMS  
Target Date: January 2020                      Completed Date: November 2019

Leverage Financial Aid Document Tracking in CAMS  
Target Date: August 2020                      Completed Date: In Progress

Leverage Student Life Document Tracking in CAMS  
Target Date: May 2020                      Completed Date: June 2020

Create and Utilize Electronic signing software to facilitate student document submission  
Target Date: November 2019                      Completed Date: August 2019

Complete 80% of all residential Financial Aid Packaging (Status 10) three weeks prior to the residential move-in date  
Target Date: July 2021                      Completed Date: In Progress

# Persist

---

The objective of the Persist phase is to move students from the first semester of enrollment to completion of 60 credits.

## Goals

1. Establish co-curricular and extra-curricular activities to strengthen students' engagement.
2. Increase the number of students who register for the following semester prior to the conclusion of a semester via multi-prong outreaches
3. Streamline registration process for visiting students
4. Work closely with the College's Foundation to establish a continuously supported pool of emergency funds that can be accessed by financial aid.
5. Enhance student-facing self-service tools and technologies, including a robust, centralized, intuitive student portal, degree planning tools, and financial aid/literacy instruments.

## Strategies

### **Establish co-curricular and extra-curricular activities to strengthen students' engagement.**

Install Disc Golf Course on Campus  
Target Date: August 2020

Completed Date: August 2020

Increase fitness facilities for broad student use  
Target Date: August 2020

Completed Date: August 2020

Increase student intramural events by 25%  
Target Date: January 2022

Completed Date: Pending

### **Increase the number of students who register for the following semester prior to the conclusion of a semester via multi-prong outreaches**

Ensure at least, one face-to face contact with advisor or counselor to review each student's Graduation Plan  
Target Date: January 2020

Completed Date: On Going

Provide front-line, student-facing staff with (appropriate) access to key data and information, leveraging tools and technologies (CAMS) to make timely interventions.  
Target Date: August 2020

Completed Date: In Progress

Increase number of re-admits to 5 a year.  
Target Date: August 2021

Completed Date: In Progress

Reduce the number of students put on academic probation, suspension and dismissal through targeted intervention strategies by 10%.  
Target Date: August 2022

Completed Date: In Progress

Deploy a college-wide Alert System to enhance coordination, collaboration, and communication across Academic, Student Life, and Athletics for at-risk student populations.

Target Date: August 2021

Completed Date: In Progress

**Streamline registration process for visiting students**

Leverage Admissions Document Tracking in CAMS

Target Date: January 2020

Completed Date: November 2019

**Work closely with the College's Foundation to establish a continuously supported pool of emergency funds that can be accessed by FA.**

Increase/promote need-based financial aid opportunities to reduce the gap

Target Date: August 2021

Completed Date: Pending

**Enhance student-facing self-service tools and technologies, including a robust, centralized, intuitive student portal, degree planning tools, and financial aid/literacy instruments.**

Launch a Learning Management System

Target Date: August 2020

Completed Date: August 2020

Improve Document Tracking to increase accessibility to information

Target Date: August 2020

Completed Date: On Going

Implement persistence focused social media efforts communicating next steps and excitement to return.

Target Date: August 2021

Completed Date: May 2021

# Launch

---

The objective of the Launch phase is to move students from completion of 60 credits to graduation and vocational placement.

## Goals

1. Conduct a comprehensive academic progress evaluation of students with 60+ college level credits to determine if each student is on track and has a clear path to completion.
2. Reach out to Stop-Outs with 45+ credits, through targeted online marketing to reenroll and complete AA requirements.
3. Enhance Junior & Senior Seminar process to highlight vocational readiness.

## Strategies

### **Conduct a comprehensive academic progress evaluation of students with 60+ college level credits to determine if each student is on track and has a clear path to completion.**

Develop an “operational” checklist for students, advisors, and Student Success workers to provide guidance toward achievement

Target Date: August 2021

Completed Date: In Progress

Roll-out an advisor training and communications plan to promote consistency in advising approach and develop and administer a faculty development program to shed light on the shifting student landscape and the importance of a student-centered approach.

Target Date: August 2022

Completed Date: Pending

### **Reach out to Stop-Outs with 45+ credits, through targeted online marketing to reenroll and complete AA requirements.**

Improve Document Tracking to increase accessibility to information

Target Date: August 2020

Completed Date: On Going

### **Enhance Junior and Senior Seminar process to highlight vocational readiness.**

Begin offering Junior and Senior Seminar

Target Date: August 2020

Completed Date: Completed

Partner with a job search engine to provide real-time access to opportunities

Target Date: August 2021

Completed Date: In Progress

# School of Graduate Studies Recruitment

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Established in the fall of 2020 Central Christian College of Kansas launched its first graduate program creating the need for a coordinated recruiting effort to ensure the success of this new program. The first cohort launched several months later in May 2021. This cohort surpassed the 15 student per cohort goal with 18 total students starting.

All four of the stages of enrollment recruit, connect, persist, and launch are equally important to graduate students as they are to traditional undergraduate students. The strategies for connect, persist, and launch can be found in the MSSSL Degree Information document housed in the academic office.

The success of these students start in the recruitment process which is why it has been added in to the SEMP in the fall of 2021 focusing on the first three years of the program.

## Issues

As with any program there are obstacles that will have to be overcome to ensure the program is successful

- New to the graduate student recruitment will have to overcome the learning curve
- The Christian higher education industry lacks name buy and lead source vendors for graduate students
- Admissions being small staffed and capacity issues to actively recruit

## Target Markets

- CCK Online Alumni
- CCK Residential Alumni
- McPherson Community
- Free Methodist Clergy

## Goals

1. Establish a consistent enrollment for each start of between 12-15 students
2. Institute procedures and processes that create a clear, concise, and stress-free enrollment process for students and avoid process duplication and over complication that can occur in new programs
3. Realize a 75% retention rate between the terms for each cohort

## Strategies

### **Establish a consistent enrollment for each start of between 12-15 students**

Leverage existing communication methods to promote the program to current online students.

Target Date: January 2022

Completed Date: Completed July 2021 and On Going

Design recruitment plans for each of the target markets for the program.

Target Date February 2022

Completed Date: In Progress

Implement recruitment plans for each of the target markets for the program.

Target Date June 2022

Completed Date: In Progress

Try two different digital media lead collection types analyzing them for ROI.  
Target Date: October 2022                      Completed Date: Pending

Design and implement communication plan for all recent undergraduate students graduating.  
Target Date: December 2021                      Completed Date: In Progress

Recruit at the Great Planes Free Methodist Annual Conferences.  
Target Date: On Going                      Completed Date: On Going

**Institute procedures and processes that create a clear, concise, and stress-free enrollment process for students and avoid process duplication and over complication that can occur in new programs**

Hire a recruiter in at least a part time capacity that can focus on recruitment and customer service for potential students.  
Target Date: January 2022                      Completed Date: Pending

Utilize the best practices from the residential program communication plans and document processing to provide an efficient enrollment process  
Target Date: September 2021                      Completed Date: Completed May 2021

Review enrollment process after each start including feedback collection from students to find areas to improve  
Target Date: May 2021                      Completed Date: Completed May 2021

**Realize a 75% retention rate between the terms for each cohort**

Establish admissions policies designed to assure only students capable of the work load are admitted.  
Target Date: December 2020                      Completed Date: December 2020

Launch orientation class introducing students to the student success resources available to them and introducing them to the technology platforms.  
Target Date: May 2021                      Completed Date: April 2021

Review retention and persistence rates for each cohort between each term.  
Target Date: On Going                      Completed Date: On Going



# Conclusion

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The strategies and goals outline in this plan are imperative to the long term success and sustainability of the College. Achieving these objectives will reinforce the mission and vision of Central Christian College of Kansas.

This document, and its related objectives, assumes enrollment management is the responsibility of the entire institution; rather than the work of one department or work team. As such, this document is a representation of the synergistic energies of a campus culture dedicated to student success and the advancement of its mission.

## Sources

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