# CENTRAL CHRISTIAN COLLEGE OF KANSAS

# COLLEGE COUNCIL – AGENDA

**Wednesday, January 12, 2021 @ 1:00 p.m., RBC-AC-20**

I. Call to Order

II. Devotion

III. Accept the December 22, 2021 minutes.

IV. President's Report

    A. Update on KCAC Application

    B. Traveling AFMEI

V. Old Business/Action Items

    A. Refund Policy Recommendation [on hold until next meeting]

VI. New Business

    A. COVID Play Policy [See Handout]

VII. Constituent Reports

*Constituent Reports provide an opportunity for principal liaisons to provide succinct updates that may be of importance to the collective interests of the College community. Specific matters may be discussed or tabled to ensure that there is opportunity for inclusive and transparent dialog designed to enhance the mission, vision, and core values of the institution.*

    A. Student Affairs (Chief Student Engagement Officer)

    B. Operational Affairs (Chief Operations Officer)

    C. Business Affairs (Chief Financial Officer)

    D. Athletics (Athletic Director)
- Student Athletic Committee

    E. Administrative Services (Chief of Staff)

VIII. Integrated Planning Matrix

    A. Policy & Procedures: Packets due February 14th.

    B. OIE issues final Quadrennial Reports to the AAAC for review – end of January.

IX. Oversight Responsibility

    A. Strategic Plan – KPI's [See Handout]

    B. Assurance Argument

    C. NSSE 2021 Consortium Report for Council for Christian Colleges & Universities

X. Adjournment

# COVID PLAY POLICY

## GENERAL PLAY GUIDELINES

It is the desire of the Central Christian College Tigers Athletics Department to participate in sponsored varsity and junior varsity athletics contests whenever it is reasonably safe to do so. This document is designed to be used as an outline and framework in cases when portions of teams are quarantine or isolation due to COVID and or injury. Each program will have the option to decide whether or not it is safe to play within the guidelines below.

Please note that each coach reserves the right to play with fewer than the minimum number and that decision is up to the discretion of the coach. If coach has at least the minimum number of players listed for his/her sport they will be obligated to play the game.

Wrestling and golf have been excluded from this policy because they are both individual sports and participation in golf and/or wrestling competitions is at the coaches' discretion.

## BASEBALL

Baseball will compete in a single 9-inning game provided that there are a minimum of 16 eligible and healthy roster players.

Baseball will compete in a 3-game series provided that there are a minimum of 30 eligible and healthy roster players.

## BASKETBALL

Both men's and women's basketball will compete in a game provided that there are a minimum of 6 eligible and healthy roster players.

## SOCCER

Both men's and women's soccer will compete in a match provided that there are a minimum of 13 eligible and healthy roster players.

## SOFTBALL

Softball will compete in a game or double header provided that there are a minimum of 11 eligible and healthy roster players also providing that 2 of those players are pitchers.

## VOLLEYBALL

Both men's and women's volleyball will compete in a match provided that there are a minimum of 6 eligible and healthy roster players.

**Nurture Stewardship, Synergy, & Sustainability:** Invigorate operational mobility, flexibility, and effectiveness through cooperative stewardship, sound management, and collaborative advancement.

### KPI OBJECTIVE 1.01: STRENGTHEN FINANCIAL VIABILITY

| | Action Steps | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Enrollment: Residential (275); Online (275); DC (75); Master's Program (18) | Census | Onground: 266 Online:253 (August) Dual Credit: 62 SGS:16 (August – 1 Cohort) | 450 Online students <br>• 400 (20-21) – Support the NDS students; Launch Ministry degree and orientation courses online; Community Colleges (Sign agreement and recruit at HCC) |
| | Retention: SAS 62%; SPE 70%; SGS 60% | Census, Databook, and Master Student File | SAS (51%); SPE (); SGS () | • 425 (21-22)- Full time Online Clerk; Launch Master's Degree; New degree (option: aviation management/ nursing/ managerial/marketing or operations analysist); Community Colleges (HCC students; pursue other Community Colleges – Dodge/Garden City) |
| | GBR <62% | Databook | GBR 63.4% | • 450 (22-23) |
| | Reduce Accounts Payable below $500,000 | Audit | | 200 Dual Credit |
| | Reduce Accounts Receivable below $3,000,000 | Audit | | • 2020 |
| | Demonstrate Increased Benchmarking [KPMG-CFI +1] | Presidential Report | |    o Online, have 3 full courses each semester; Write up AA degree Track Proposal |
| | Revise Residential Strategic Enrollment Management Plan (RSEMP) | | Completed (09/2021) |    o On-ground, regain one school we dropped or new school. |
| **2022-2023** | Enrollment: Residential (295); Online (275); DC (75); Master's Program (23) | Census | | • 2022 |
| | Retention: SAS 66%; SPE 72% | | |    o Online, have 5 reliable homeschool groups; six full online courses each semester = 100 students; Offer AA degree online, offer speech online |
| | Maintain a GBR <60% | Databook | |    o On-ground, regain one school we dropped or new school; offer speech; 50% NACEP alignment |
| | Reduce Accounts Payable below $475,000 | Audit | | • 2024 |
| | Reduce Accounts Receivable below $2,500,000 | Audit | |    o Online, 10 full classes = 150 students |
| | Demonstrate Increased Benchmarking [KPMG-CFI +1] | | | On-ground, 10 schools; 100% NACEP alignment |
| | Align Debt with Property & Plant | Audit | | |
| **2023-2024** | Enrollment: Residential (305); Online (280); DC (75); Master's Program (25) | Census | | Actively work to diversify our revenue streams to provide more financial sustainability and reduce the College's reliance on government funding. |
| | Retention: SAS 68%; SPE 75% | | | |
| | Maintain a GBR <60% | Databook | | |
| | Reduce Accounts Payable below $400,000 | Audit | | |
| | Reduce Accounts Receivable below $2,250,000 | Audit | | |
| | Obtain DOE-CFI ≥1.3 | Presidential Report | | |
| | Demonstrate Increased Benchmarking [KPMG-CFI +1] | | | |
| **2024-2025** | Enrollment: Residential (325); Online (300); DC (75); Master's Program (30) | Census | | |
| | Retention: Residential SAS-70%; SPE 75% | | | |
| | Maintain a GBR <60% | Databook | | |
| | Reduce Accounts Payable below $350,000 | Audit | | |
| | Reduce Accounts Receivable below $2,000,000 | Audit | | |
| | Obtain DOE-CFI >1.5 | Audit | | |
| | Demonstrate Increased Benchmarking [KPMG-CFI +1] | Presidential Report | | |

| Milestones | Roadblocks |
|---|---|
| • Obtained a 1.00 (USDE-CFI) <br> • Approval of School of Graduate Students (SGS) with Master of Science in Strategic Leadership (MSSL) 11-20-20 <br> • New Degree in Health Science Division: Associates of Science in Health Science 11-20-20 <br> • Dual Credit: AA Degree Track for Dual Credit students was created. Ready to sell (11-20-20); Teaching again for Sunrise Christian Academy <br> • Hired FT Accountant <br> • In-House collection efforts on old student account balances <br> • Sale of Kids Campus and investment of Unrestricted Net Assets | • Declining CFI <br> • Prior period adjustments made to 2019-20 audit <br> • COVID – Added reports and regulations, additional cash strain on College and students <br> • Enrollment numbers |

*See Benchmarking Matrix

**Nurture Stewardship, Synergy, & Sustainability:** Invigorate operational mobility, flexibility, and effectiveness through cooperative stewardship, sound management, and collaborative advancement.

KPI 1.02: PARTNER WITH THE FOUNDATION TO SIGNIFICANTLY STRENGTHEN AND DIVERSIFY RESOURCES, SUPPORTING THE VIABILITY OF THE COLLEGE.

| | Action Steps | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Naming Rights (40) | 40 by 6/30/2022 | | • Could look to Businesses outside of McPherson to be a part of the Business Drive (Alumni & Friends) |
| | Alumni Touchpoints (FB/email, website, virtual) | FB-700; virtual – 50 by 6/30/2022 | | • Diversify revenue sources, leveraging investment strategies designed to enhance the endowment, to create a more flexible foundation for the future |
| | Fund and begin construction on north gym | Funded and plans done | | • Assess ability to conduct a comprehensive capital campaign by obtaining key commitments from Board Chair; F Board Chair; President; Exec. Director of Foundation and significant financial commitments from the BOT; Commitment by Development staff; Commitment by administration for adequate operations budget |
| | Goal - $470K Ures ($43,000 Business Drive) | Monthly metrics | | |
| | President Circle Members – 100 | 100 by 6/30/2022 | | |
| | Monitor HB for viability and net income | HB – self sustaining | | |
| | Financially support project requests by CCCK | Support – up to $20K/yr | | |
| | Maintain HOF | Full/successful event | | |
| | Finish all parts of wrestling center | Done by 6/30/21 | | |
| | Launch Quarterly Business Award Program | Initial award – 9/1/2021 | | |
| | Fund construction costs of Indoor Facility | Funded and cons. Started | | |
| | Relaunch Planned Giving Program | Staff attend training Hire 1 FT new officer by 6/30/2022 | | |
| **2022-2023** | Naming Rights (50) | 50 by 6/30/2023 | | |
| | Begin construction on North Gym | Funded and start cons. | | |
| | Goal - $480K URes ($44,000 Business Drive) | Monthly Metrics | | |
| | President Circle Members - 105 | 105 by 6/30/2023 | | |
| | Monitor HB for viability and net income | HB – self sustaining | | |
| | Financially support project requests by CCCK | Support – $20K | | |
| | Maintain HOF | Full/Successful Event | | |
| | Fund construction of Indoor Facility | TBD strategies completed | | |
| | Begin planning for residence hall | RH planning completed | | |
| **2023-2024** | Naming Rights (55) | 55 by 6/30/24 | | |
| | Goal - $490K URes ($45,000 Business Drive) | Monthly metrics | | |
| | President Circle Members - 110 | 110 by 6/30/2024 | | |
| | Monitor HB for viability and net income | HB–$500 monthly income | | |
| | Financially support project requests by CCCK | Support – $20K | | |
| | Maintain HOF – move next year to every 2 yrs | Full/successful event | | |
| | Fund residence hall construction | RH construction begins | | |
| | Begin campaign strategies for TBD-A project | TBD strategies completed | | |
| **2024-2025** | Naming Rights (60) | 60 by 6/30/2025 | | |
| | Goal - $500K URes ($46,000 Business Drive) | Monthly metrics | | |
| | President Circle Members - 115 | 115 by 6/30/2025 | | |

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|---|---|---|---|---|
| | Monitor HB for viability and net income | HB–$500 monthly income | | |
| | Financially support project requests by CCCK | Support – $20K/yr | | |
| | Fund and begin construction on TBD-A | TBD project started cons. | | |
| | Begin campaign strategies for TBD-B project | TBD strategies completed | | |

## Milestones | Roadblocks

| Milestones | Roadblocks |
|---|---|
| <ul><li>Basketball floor project fully funded</li><li>17 rooms initially named</li><li>Endowment analysis completed</li><li>Dalke Lane/South Entrance funded and construction began</li><li>Greer sound project completed, zoom technology project started</li></ul> | <ul><li>Conflicts with city fund raising events i.e. United Way, Holiday Meals, All School's Day</li><li>Obtaining cooperation and support from CCCK Staff</li></ul> |

**Nurture Stewardship, Synergy, & Sustainability:** Invigorate operational mobility, flexibility, and effectiveness through cooperative stewardship, sound management, and collaborative advancement.

KPI 1.03: REVITALIZE CAMPUS CULTURE PROMOTING PRIDE, TRUST, AND LOYALTY WITHIN OUR CAMPUS COMMUNITY AND BEYOND

| | Action Steps | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Improve levels of Satisfaction and Engagement (2%) | Staff Satisfaction Survey, Alumni Survey, SSI | | • Refocus our processes and culture to encourage a more student-focused approach to our learning and teaching activities and support structure.<br>• Undertake workforce planning to enhance staffing and capability to meet current and future needs.<br>• Review policies, processes and systems with a significant focus on reducing administrative burdens and minimizing *Sacred Cows* and *Pain Points* for staff and students.<br>• Invest in professional development for our staff with a particular focus on synergy, partnership, and self-development.<br>• Facilitate the bringing together of students, faculty and staff in both formal and informal settings by expanding the portfolio of shared experiences.<br><br>Create safe places for mentoring and discipleship: Coffee shop, rework lobbies or each division have a lobby for small community gatherings. |
| | Launch employee moral program (High Five) | | | |
| | Ratify Governance Structure and publish Governance Manual | | | |
| | Launch Assurance Argument Process | | | |
| | Operationalize HR | Assign HR to an essential personnel | Completed & Progressing | |
| | Launch Governance Web Site | | Completed | |
| **2022-2023** | | | | |
| | | | | |
| | Launch annual *focus reunion* for sub-groups | Data Book | | |
| | Improve levels of Satisfaction and Engagement (2%) | Staff Satisfaction Survey, Alumni Survey, SSI | | |
| **2023-2024** | | | | |
| | | | | |
| | | Data Book | | |
| | Improve levels of Satisfaction and Engagement (2%) | Staff Satisfaction Survey, Alumni Survey, SSI | | |
| **2024-2025** | | | | |
| | | | | |
| | | Data Book | | |
| | Improve levels of Satisfaction and Engagement (2%) | Staff Satisfaction Survey, Alumni Survey, SSI | | |

| Milestones | Roadblocks |
|---|---|
| • Divisions: United "Academic Division" houses both Student Success and Library for stronger communication between two offices. 11-20-20<br>• Ramping up HR Department<br>• Launched First-hand Fridays<br>• Resurrected the Tiger Growl | • Conflicts with city fund raising events i.e. United Way<br>• Budget competition<br>• COVID – All events are difficult with state regulations limiting group activity (11-20-20)<br>• Turnover of employees |

**Sustain a Transformative Campus Community:** Reimagine a student experience that nurtures heart, soul, mind, and strength, resulting in individual and corporate transformation.

KPI 2.01: IMPLEMENT A ROBUST EDUCATIONAL EXPERIENCE THAT PERSONIFIES THE CORE4, WITH A DISTINCT FOCUS ON DEVELOPING CHRIST-CENTERED CHARACTER

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Launch Civic Engagement Strategy | | | - Deepen relationship with McPherson Free Methodist Church<br>- One big name person, per month to speak in chapel<br>- Character Institute<br>- Take a group to Passion for one day (Atlanta/Brooklyn)<br>- Student Leadership<br>- Create a webpage/app partner churches in the area for College students<br>- Vlog/Blog out local pastors to Central students<br>- Provide chapel services for at least four Christian schools annually<br>- Promoting core value of calling: connecting our work with God's work.<br>- Promote chapel and worship attendance among faculty/staff/students<br>- Emphasize expectation of regular chapel attendance in employee handbook<br>- Create a way for faculty/staff to comment on chapel programs in an interactive way.<br>- Develop a "Foundations of Servant Leadership" class, to include basic tenants of the Christian faith. |
| | Integrate Library and Student Success into one location with one strategic goal for excellent service and support for students. | SSI: Service Excellence >5.30 | Ad Hoc Committee | |
| | Launch "Badge" program in CANVAS | | | |
| | Expand Engage Day focus to include a spiritual development (CORE4) focus each semester | Implementation | Completed | |
| | Maintain enrollment diversity ratios above regional benchmarks | Data Book | | |
| | Strategically implement Online Spiritual Formation options | | | |
| **2022-2023** | Sponsor an annual diversity exposure event | | | |
| | Launch Spring "Character Institute" Program (Seminar) | | | |
| | | | | |
| | Maintain enrollment diversity ratios above regional benchmarks | Data Book | | |
| **2023-2024** | Integrate Character qualities into every aspect of college life (curricular, co-curricular, and extra-curricular). | All graduates participate in two character building opportunities per year. | | |
| | Maintain enrollment diversity ratios above regional benchmarks | Data Book | | |
| **2024-2025** | Review Data from Online Spiritual Formation and make changes | | | |
| | Maintain enrollment diversity ratios above regional benchmarks | Data Book | | |

| Milestones | Roadblocks |
|---|---|
| • Yearly Mission Trip Offered<br>• Connect – Discipleship Program Launched<br>• Better usage of Campus App<br>• Developed a First Year Seminar challenging first year students to engage with world-wide issues from a Christian worldview.<br>• Weekly Campus Update messages sent to campus community.<br>• Spiritual Emphasis Week: Engage (September). | • Funding<br>• Employee turnover in Student Life |

**Sustain a Transformative Campus Community:** Reimagine a student experience that nurtures heart, soul, mind, and strength, resulting in individual and corporate transformation.

KPI 2.02: ENRICH ATHLETIC AND EXTRA-CURRICULAR AND CO-CURRICULAR PROGRAMMING, PROMOTING CHARACTER-DRIVEN PERFORMANCE AND ACHIEVEMENT

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | At least one athletic team participating in a cross-cultural mission's experience | | | • Promote Pep-Band/Squad to enhance athletic experience<br>• Prioritize and fund positions that will positively impact all programs<br>• Student Athlete Success Coordinator, Sports Psychologist, Strength and Conditioning<br>• Develop an Athletic Brand enhancement Program<br>• Develop a Plan to Renovate/Improve Existing Athletic Facilities that will provide safe practice and competition spaces for student athletes, while benefiting all CCCK students<br>• Develop and fund a plan to tell the CCCK Athletics story – academic success, competition, feature stories, community service, successes of alum<br>• Enhance website and utilize social media in branding efforts<br>• Increase efforts in recruiting diversity in students and coaching staff<br><br>Develop and fund a facility and equipment upgrade/maintenance plan to keep student athletes healthy and return them to practice and competition in a timely manner |
| | At least two coaches attending appropriate convention | | | |
| | Reinstate the All-School Picnic | | Completed | |
| | Install *Participation Banners* to amplify athletic history | | | |
| | Have each campus sponsored organization/club sponsor at least one community service initiative each year | | | |
| | Silver Level Champion of Character | | | |
| **2022-2023** | Develop an Athletic Brand enhancement Program | | | |
| | Highlight clubs/organization and have a strong partnership with student government and clubs. | | | |
| | At least three coaches attending appropriate convention | | | |
| | Gold Level Champion of Character | | | |
| **2023-2024** | Expansion of Athletic Facilities [Batting, Golf, Track, Locker rooms) | | | |
| | At least one athletic team participating in a cross-cultural mission's experience | | | |
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| **2024-2025** | | | | |
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| Milestones | Roadblocks |
|---|---|
| • Recruiting: New recruiting initiative for the Arts (11-20-20)<br>• 2021-2022: Pep Band with 10-15 Members<br>• Every Division/Department has its own club (11-20-20)<br>• Honors College (11-20-20) | • COVID: Difficult to promote pep band at games (11-20-20) |

**Foster a Vibrant Learning Community:** Through continual assessment and synthesis, preserve an educational environment that endows students with the skills and competencies to be life-long learners and effective practitioners.

KPI 3.01: EXPAND AND REFINE PROGRAMMING APPROPRIATELY AND IN ALIGNMENT WITH WORKFORCE TRENDS

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Launch Graduate Program | | Completed: started second cohort (November 8, 2021) | Partner with Butterfield<br><br>Develop a comprehensive suite of micro-credentials and stackable qualifications to address the need for people at all stages of their careers/lives to upskill. |
| | Submit funding proposal to Butterfield (Science & Health) | | No movement | |
| | Write degree plan and approve micro-degrees | | Micro degree meeting with General Education Committee | |
| | Develop Health Science focus | | Reached out to Community college for partnership, no response. Hiring Freeze for Health Science/Chemistry instructor. | |
| | Include a workforce trend study for every department | Quadrennial Review | | |
| | Launch CJ Marketing & Recruiting – In House | | CAO met with Chief Police of McPherson and Hesston and CJ Director to discuss next steps needed for position. Notes were compiled and reported to President and COO.<br><br>AACJ for on ground was approved by Human Services Division (Already running in SPE). Moving to AAAC Committee. | |
| | Implement SIS | | SIS Committee made recommendations to College Council (Dec. 20201) | |
| | Submit new SGS program for approval | | SGS Division Chair is exploring Degree Options | |
| **2022-2023** | | | | |
| | Full courses in the Fine Arts | | | |
| | Connect with one local business: degree completion/training/etc. | | | |
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| **2023-2024** | New Space/remodel for health sciences/natural science (need $1 million grant) | | | |
| | New Degree in Health Science Division: Nursing | | | |
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| **2024-2025** | Launch 2nd Graduate Program | | | |
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| Milestones | Roadblocks |
|---|---|
| • 2019-2020: Completed Workforce Analysis (11-20-20)<br>• General Education: Created General Ed Committee (GEC) with regular monthly meetings. Reworking Quad-Review questions, and planning on completing the assignment by FA 2021. (11-20-20) | • |

**Foster a Vibrant Learning Community:** Through continual assessment and synthesis, preserve an educational environment that endows students with the skills and competencies to be life-long learners and effective practitioners.

KPI 3.02: STIMULATE ACADEMIC EXCELLENCE, INGENUITY, AND PROFESSIONAL DEVELOPMENT

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Launch Faculty Mentorship Program | AD04 Annual Faculty Review | Assigned Faculty Mentor to new faculty. New Faculty will complete the AD04 Faculty Review with Chair and respond to the Mentoring questions. | |
| | Revitalize Reward Program for Professional Publication/Presentation/Grants | | More funding in the budget for the 2021-22 year for the "Campaign for the 21st Century." | |
| | Expand use of LMS: Utilize LMS for chapel, professional development, and other activities. | | Launched "CCCK Instructor Resources for all Residential and SPE/SGS instructors. Includes Forms, Advising, Policies, Canvas/Panopto/Zoom/Turnitin.com trainings, APA guidelines, and other miscellaneous.<br><br>Launched COVID Class for tracking purposes.<br><br>Building a Course for new CCCK instructors in CANVAS (in Progress) | |
| **2022-2023** | Launch Grant Incentive Program for Faculty and Staff | | | |
| | Launch Ingenuity Grants | | | |
| | Award Prof. Develop Opportunities for Online Faculty | | | |
| | Utilize CANVAS for Dual Credit | | | |
| **2023-2024** | 2-3 publications from Faculty | | | |
| | 1 Grant from Faculty | | | |
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| **2024-2025** | 2-3 publications from Faculty | | | |
| | 1 Grant from Faculty | | | |
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| Milestones | Roadblocks |
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**Foster a Vibrant Learning Community:** Through continual assessment and synthesis, preserve an educational environment that endows students with the skills and competencies to be life-long learners and effective practitioners.

KPI 3.03: REINFORCE STUDENT SUPPORT, SUCCESS, AND PLACEMENT

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Placement Rate <90% | | | • Support retention and completion of students through coordinated academic and support services that deliver evidence-based interventions to support student success.<br>• Further strengthen our support for international students to help them to succeed in their studies and to engage the Central mission.<br>• Improve the retention and completion of students, above the national average.<br>• Improve outcomes in employment (placement and salary level) for graduates, above the national average.<br>• Review our policies, practices, structure, both for brink-n-mortar and digital environments, to ensure accessibility for students and staff. |
| | Merge Library and Success Center Space & Resources | | Summer of 2021 the Briner Academic Center was established, combining both the Success Center and Library. | |
| | Establish a career service program | | | |
| | Launch Attendance App in CANVAS | | Purchased | |
| | Integrate Alert System with CAMS/CANVAS | | | |
| | Develop 3+2 plan for SGS Program(s) | | | |
| **2022-2023** | Placement Rate >92% | | | |
| | Increase graduate salary benchmark above $36,000 | | | |
| | Secure International Coordinator | | | |
| | Award honors to students in every program | | | |
| **2023-2024** | Placement Rate >94% | | | |
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| **2024-2025** | Placement Rate >96% | | | |
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**Emphasize Operational Efficiency and Responsivity:** Maintain an infrastructure that supports the environment and outcomes identified by the College.

KPI 4.01: SUSTAIN A TECHNOLOGICAL INFRASTRUCTURE THAT IS RELIABLE, ACCESSIBLE, RESPONSIVE, AND SECURE

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Restore Refresh Cycle | | | • Develop and implement a closed-loop customer service experience.<br>• Offer regular internal training opportunities for efficiency and consistent services.<br>• Strengthen data security posture.<br>• Explore IaaS options, providing software-defined networks and next generation back-up and recovery strategies.<br>• Improve enterprise best practices for governance, capital planning, risk management, and ITS project portfolio management. |
| | Complete CANVAS Integrations | | | |
| | Launch CRM | | | |
| | Introduce an Internal Cloud | | | |
| | Launch SIS migration | | | |
| | Implement Multi-factor Authentication (MFA) | | | |
| **2022-2023** | Introduce a Comprehensive Access Management System (Single Sign-On [SSO]) | | | |
| | Launch Online Catalog | | | |
| | Install Key Cards | | | |
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| **2023-2024** | | | | |
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| **2024-2025** | | | | Invest in our virtual campus and the digital capabilities of our teaching staff to ensure that all students have access to high-quality digital resources and technology-enhanced learning, and that our instructors are highly regarded professionals in both face-to-face and digital learning strategies |
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| Milestones | Roadblocks |
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**Emphasize Operational Efficiency and Responsivity:** Maintain an infrastructure that supports the environment and outcomes identified by the College.

KPI 4.02: MAINTAIN FACILITIES AND EQUIPMENT THAT SUPPORT FUNCTIONALITY AND PROVIDE AESTHETIC VALUE, FOSTERING INGENUITY AND EXPLORATION

| | Goal | Measure(s) | Progress | Strategy Initiatives/Ideas |
|---|---|---|---|---|
| **2021-2022** | Complete Campus Plan | | | |
| | Include 1.00 % Deferred Maintenance in Budget | | | |
| | Complete "NAMED" Street Project [F-4.02.01] | | Dedication 10/2021 | |
| | Modify Archives space, providing expansion of success services | | | |
| | Celebrate Central – Main Street signage and wayfaring project | | | |
| | Complete Athletic Training Room & Hydro Room refurbish | | | |
| **2022-2023** | Complete Refurbish of Success Center [F-4.02.02] | | | |
| | Include 1.0% Deferred Maintenance in Budget | | | |
| | Update External Scoreboards (ATH) | | | |
| | | | | |
| **2023-2024** | Fund South Gym Project (Therapy Wing) [F-4.02.01] | | | |
| | Include 2.00% Deferred Maintenance in Budget | | | |
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| **2024-2025** | Complete Athletic Expansion Project | | | |
| | Include 3.00% Deferred Maintenance in Budget | | | |
| | Break Ground on New Dorm | | | |
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| Milestones | Roadblocks |
|---|---|
| •   Gym Floor Repair Fully Funded<br>•   Able to update some areas on campus not originally planned for (deferred maintenance) in light of additional COVID funding assistance | • |