

CENTRAL CHRISTIAN COLLEGE OF KANSAS

2025 STRATEGIC PLAN



Central Christian College of Kansas: Strategic Plan

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LETTER FROM THE PRESIDENT

Though CCK has enjoyed a long history, we fully consider that a rich past does not necessarily guarantee a thriving future. As partners in the creative process, we recognize that just as God giveth, He can also take away. Therefore, we shoulder a responsibility to ensure that we are conscientious in our execution, stewarding the rich resources that God desires to pour out on this campus.

Acknowledging this collaborative process, through which we partner with God and our diverse campus community, the 2025 Strategic Plan provides a roadmap that acknowledges our rich heritage and leverages opportunities for continued transformation. In the pages that follow you will discover a plan that is both ambitious in its aspirations, while remaining rooted in reality.

At its very heart, Central Christian College of Kansas remains dedicated to its Christ-Centered approach. Nothing in this plan seeks to alter or change that fundamental focus. In fact, our desire is to dig deeper, providing opportunities for every member of the campus community to know Christ and make Christ known.

As articulated in the Vision Statement, Central Christian College of Kansas seeks to provide a *transformative educational experience*. This is a distinct departure from past visions statements, which focused more on seeking prominence and distinction as an institution. This shift places greater emphasis on how the institution serves the individual, focusing our strategic efforts on the transformation of heart, soul, mind, and strength.

As we prepare for this journey. I am reminded of the words in Ephesians 3:20, which remind us that God “is able to do immeasurably more than all we ask or imagine...” If so, this strategic plan represents what we can ask and imagine. From there, we will anticipate God doing immeasurably more.

INTRODUCTION

The environment of higher education is characterized by unprecedented scrutiny and tremendous change. Added to this is an increased focus on compliance and regulatory control. In response, this strategic plan represents the committed endeavors of this community to achieve our shared mission and vision.

Strategic planning, as it is viewed by Central Christian College of Kansas, is a systemic process that is both organic and ongoing. It represents the efforts of an invested culture participating in its own dynamic, unfolding journey toward the fulfillment of its God given mission and vision. The College has had a long history of strategic planning. Iterations of strategic plans can be found throughout the 80’s, 90’s, and 00’s. Through its iterations, the reader can catch a glimpse of how God is working through the cooperative effort of His people.

The purpose of the strategic planning process is to provide a formal articulation of the vision and the mission of the College and those steps and outcomes needed to maintain alignment to those elements that sustain the unique nature of the College.

THE DRIVE TO TWENTY-FIVE (2025)

The 2025 Strategic Plan illustrates the mission, outcomes, and expectations that will remain the focus of this transformationative time in the life of Central Christian College of Kansas. It features four ambitious aspirations designed to recalibrate the operations of the College in alignment with its mission and the global environment in which it exists.

MISSION STATEMENT

A mission statement is an opportunity to convey, in a concise and compelling way, the difference an institution can make in the world. The Board of Trustees approved the current mission statement on October 8, 2010¹.

Christ-Centered Education for Character.

This most recent update to the mission statement more closely resembles the original mission of the College as illustrated in the seal of the College, where the motto states *Educatio Moribus*. Translated, this motto conveys the foundational mission of the College, which was *Education in Character*. Thus, the College's newest mission, *Christ-Centered Education for Character*, represents an appreciation for and continuation of the mission that defined Orleans Seminary, the predecessor to Central Christian College of Kansas (*Christ-Centered Education with Character*).

This mission statement grew out of numerous strategic planning meetings initiated by President Hal Hoxie, in the spring of 2010. Capitalizing on the size of the College and its interconnectedness, the President issued an open invitation to attend and contribute to a number of strategic planning meetings. In response, faculty members, staff, Board members, community members, and students joined the President in helping to refine and define the mission statement. An evaluation concerning the familiarity of the former mission statement (pre-2010) revealed that very few individuals could articulate the mission of the College. Thus, a paramount concern in the creation of the current mission statement was that it be meaningful enough to endure.

The mission is reviewed on annual basis at the administrative level and again by all staff, as part of Launch Week (Pre-Term Workshop). There is an assumption of affirmation, allowing for any possible modifications or concerns to be worked through the shared governance system. The Board affirms the mission annually as part of its fall agenda.

Central Christian College educates men and women of character who affect the world for Christ. This mission statement is a reaffirmation of that seminal goal. It is an uncomplicated and clear-cut reminder of the ethos that has inspired this institution since its inception. This mission drives us forward to higher levels of excellence and distinction. Through our residential program centrally located in McPherson, Kansas and through our global online learning environment, Central Christian College propels forward towards its mission.

VISION STATEMENT

A vision statement is a broad declaration of what the institution believes God desires for us to accomplish. It represents an aspiration that serves as an impetus to drive the institution.

In keeping with its Core Values, denominational heritage, and in humble response to God:

*Central Christian College aspires to provide a transformative educational experience, rooted in Christ, to any person desiring to become a faithful steward of **heart, mind, soul, and strength**.*²

Ephesians 4:12-13 provides the challenge that beats at the heart of our mission. It reads, "...prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in

¹ Adopted in 2010, revised in 2016 with the addition of a dash between *Christ* and *Centered*.

² Revised in 2022

the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.” In order to do this, Central Christian of Kansas has dedicated itself to the above

The vision is reviewed on annual basis at the administrative level and again by all staff, as part of Launch Week (Pre-Term Workshop). There is an assumption of affirmation, allowing for any possible modifications or concerns to be worked through the shared governance system. The Board affirms the vision annually as part of its fall agenda.

CORE VALUES

As a member of the Association of Free Methodist Educational Institutions (AFMEI), upholding the Wesleyan-Arminian tradition, the College holds to essential Core Values that articulate the ideals guiding the operations of Central Christian College of Kansas in pursuit of providing a Christ-Centered Education for Character. These Core Values provide a conceptual framework by which the College holds itself accountable. They include:

- **Truth:** Acknowledging that God is the source of all Truth, we emphasize a balanced application of Scripture (as the first authority), reason, tradition and experience³ as the primary approach to interpreting Biblical wisdom, gaining guidance to moral questions, stimulating intellectual curiosity, affirming the veracity of discovery, and interacting with Creation.
- **Spiritual Growth:** Granting that God has called every individual to full devotion to Christ, we are committed to providing an environment through which each individual can develop and sustain a maturing relationship with Christ and the Community of Christ.
- **Comprehensive Education:** Affirming the transformative role of education, we work to sustain an integrated educational experience focused on developing virtuous and responsible citizens, reflecting the likeness (eikoina) of Christ.
- **Excellence:** Knowing that excellence provides an opportunity to honor God and inspire people, we promote an environment of innovation, where people are equipped and encouraged to serve with distinction.
- **Prayer:** Recognizing God’s invitation, we continually and consistently utilize prayer as the primary means through which we seek guidance and counsel, articulate our praise and thanksgiving, and ask for God’s action and intervention.
- **Community:** Appreciating that God has uniquely created each individual, we seek to provide an environment where each person is treated with respect and dignity, while also being invited to seek meaningful avenues of collaboration and mutual edification, as interdependent members of the Body of Christ.
- **Integrity:** Believing that our actions reflect on the character of Christ, we adhere to the highest moral and professional standards, practicing reasonable transparency and accountability in our actions and administration.

The Core Values are reviewed on annual basis at the administrative level⁴ and again by all staff, as part of Launch Week (Pre-Term Workshop). There is an assumption of affirmation, allowing for any possible

³ The Wesleyan movement recognizes that there are four general sources that inform theological conclusions. This approach is often referred to as the Wesleyan Quadrilateral. As an approach to reasoning, the Quadrilateral recognizes the interplay between Scripture, orthodoxy (Tradition), practical theology (Experience), and rationality (Reason); with Tradition, Experience, and Reason always being subject to Scripture.

⁴ In the fall of 2021, the administrative assessment process discovered inconsistencies in language in some of the core documents. The leadership provided the College Council with a revised set of statements, which were affirmed by the College Council in the Spring of 2022.

modifications or concerns to be worked through the shared governance system. The Board affirms the Core Values annually as part of its fall agenda.

SUPPORTING DOCUMENTS

While this strategic planning document is designed to be comprehensive in scope, specific elements of the plan are fleshed out in other organizational documents. The specific names of these documents and a brief description are provided here.

- **Intrgrated Planning & Governance Manual (Governance Manual):** The purpose of this document provides an overview of the governance structure and integrated planning process utilized by the College to administer and evaluate its entire academic and support operations. *[In Process – General Governance is currently housed in the Policy and Procedures Manual]*
- **Institutional Data Book:** This Excel file, housed in a shared file in the cloud, contains numerous spreadsheets and illustrative figures through which the leadership of the College can obtain data and analysis.
- **Catalog:** While primarily built as an academic tool, the Catalog serves as a public document articulating and elucidating the mission and function of the College. In it are iterations of the mission statement, outcomes, measures, Core Values, Statement of Faith, as well as other significant doctrines and codes of the College.
- **Campus Master Plan**
- **Strategic Enrollment Management Plan**

CUSTOMERS AND STAKEHOLDERS

Identifying stakeholders is a vital part of the strategic planning process, as it recognizes those individuals affected by the plan or can influence the plan. Through this identification process, valuable insights and resources are documented for follow-up and ongoing engagement. This section of the Strategic Plan outlines those who have been identified.

PRIMARY CUSTOMER

While it is clear that a number of individuals and associations benefit from the mission and operations of Central Christian College, the College recognizes that each student is of primary importance. As such, we identify the student as the primary customer. While the needs of stakeholders (described below) are taken into consideration, our chief concern and principal aim is to design a learning environment that can strategically meet the needs of our primary consumers.

STAKEHOLDERS

Stakeholders represent individuals or organizations that have direct involvement, investment, or interest related to the ongoing mission of Central Christian College.

- Students (Adult Learners, Non-Residential Professionals, Residential Professionals and Pre-professionals, Dual-Credit)
- Faculty & Staff
- Board of Trustees
- Alumni
- Donors & Friends of the College
- Future employers of graduates
- Free Methodist Church of North America
- Church (Universal)
- Families of students

- McPherson and surrounding communities
- Local and state governments associated with alumni
- Local communities associated with alumni
- Partners

SWOT ANALYSIS

Having identified the stakeholders', feedback provides the opportunity to recognize Strengths, Weaknesses, Opportunities, and Threats. This information assists the plan in recognizing those factors that can enhance or aggravate the process. *Administrative* points are derived through discussion with constituents, alumni, community, and through regular interaction of the senior staff. *Campus Community* topics are derived from interactions with faculty, staff, and students. Staff and Faculty are invited to participate directly to this process as part of the annual workshop, where members engage in a SWOT analysis and review of goals (KPI's).

Part of this exercise included engagement in a SWOT analysis, as well as a PEST analysis.

- SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of an organization. In addition, the framework provides a structure to look outward and identify future threats and opportunities. Both aspects are key to assessing and identifying strategic initiatives.
- PEST Analysis (political, economic, social and technological) provides a framework through which an organization can assess major external factors that influence its operation in order to become more competitive in the market and more aligned with its mission.

STRENGTHS (INTERNAL)

Administrative:

- Advancing Degrees (Pedigree)
- Commitment to Spiritual Development
- Core Donor Support
- Focus on Assessment & Data-Driven Decision-making
- Improving Retention and Give Back Rate (GBR)
- Interpersonal Relationships
- Liberal Arts Education
- Graduate Program
- Living Testimonies (Past/Present)
- Missional/Core Four Culture (Holistic Ministry)
- Prayer Focus of Leadership
- Quality of Online Offerings
- Strategic Leadership (Plan)
- Learning Management System
- Academic Success Enhancements
- Current CFI

Campus Community:

- Accountability/integrity
- Biblical Foundation
- Care & Grace for students – Student Centricity
- Central Community (Team)
- Christian atmosphere/Distinctively Christian
- Christian Leadership w/vision
- Class Size
- Coach – athlete relationships and accountability
- Committed faculty/Called Staff
- Cut payables almost in half in the last year
- Diverse Student Body
- Environment – magnify Christ, rejoice in success
- Friendly
- Heartbeat coffee
- Heritage
- Individual attention - Size, small & compact
- Master's program
- Mission – clear & carried out well, focused
- Online presence/program
- Personable and relatable
- Praying Supportive Culture
- Presentation of campus for future students/staff
- Quickly implement new process & procedure
- Resilience
- Respected in the city office
- Sense of caring
- Social-relational Engagement – Students

WEAKNESSES (INTERNAL)

Administrative:

- ADA Development
- Aging Debt
- Default Rate
- Deferred Maintenance
- Inferiority Complex
- Infrastructure (Buildings, Technology, Resources, Curb Appeal)
- Internal communication
- Lack of Broad Alumni Support
- Marketing –Brand Awareness
- Monetary Restrictions
- Reliance on Athletics as Primary Enrollment Driver
- Student Centric Opportunities (Clubs, etc.)

Campus Community

- Age of infrastructure (dorms, lockers, etc.)
- Budget (tight, small)
- CCKK presence in the community
- Collaboration between departments (improving)
- Communication – deadlines not met, emails and phone calls not read and unanswered, interdepartmental communication
- Endowment
- Enrollment driven/Low Enrollment
- Facilities
- Faith wavering
- Fewer non-athletes
- Finances
- Focusing too much on the “ideal” instead of the reality
- Keys
- Listening
- Low academic functioning students
- More connection between faculty and prospective students
- Need more bodies to do the job/stretched thin
- New technology and in-demand academic programs
- Politics can come to play → power struggle
- Poor data on graduate placement
- Poor relationships with younger alumni
- Scholarship structure/effective implementation
- Shrinking arts
- Silos
- Size
- Speed of computers

OPPORTUNITIES (EXTERNAL)

Administrative

- McPherson, KS (Safe, supportive, Future-Focused)
- Corporate Culture and Companies in McPherson
- Need for Micro-certificates
- HCC and other Community Colleges
- Mission Opportunities
- The Foundation
- Community Support/Involvement
- Emerging Alternative Funding Concepts for Students
- Denominational Support (New Bishops)
- Online Population (Donors and Referrers)
- Technology

THREATS (EXTERNAL)

Administrative

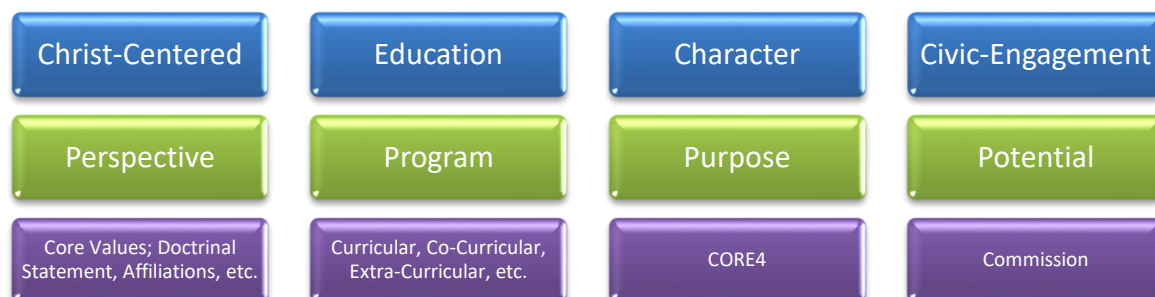
- Competition (Geographic, Virtual, Saturation)
- Pandemic – Government Policy
- Culture shifts and degrading social morals (depending on target population)
- Economy & perception of student debt (cost of education) by customers
- Free College
- Global Political Instability
- Increasing Government Regulations
- Predicted Decrease in College Student Population
- Residential Experience (Perception of Cost vs Value)

<ul style="list-style-type: none"> • International/Underrepresented Population Markets • Dual-Credit • Cultural Unrest <p>Campus Community</p> <ul style="list-style-type: none"> • Social Justice (sex trafficking and other topics) • Promote God’s love for other to get thinking from self to others (i.e. chapel speakers) • Digital opportunities for growth • Speak to heart of giving (tax return) • Mentor/teach critical thinking • Build trust • Technology market is new median • Master’s degree – build on it • Expand online • Shift to online learning • Offer safe environment • Emerging sports, i.e. flag football, bowling • Integrate phones in class • COVID grants, aids for infrastructure and facilities • People need Jesus • Biblical worldview • Hope • Easier to invest in small number of students • Technology is so fast and advanced in the world, but we are slower and more personable • Transfer GPA – aids with shock in their transfer • With COVID, we had adapted expectations of students and their academic progress while an athlete • Model what unity looks like • Chance for education to underserved populations • Restructure college programs to what is needed in the world 	<ul style="list-style-type: none"> • Regulatory Issues (i.e. Overtime Laws, Veterans, NC-SARA, etc.) • Tuition Driven/Affordability of Private Education • Unpreparedness of Student Entering into College <p>Campus Community</p> <ul style="list-style-type: none"> • Loss of Government \$ from political agenda • Interest rates rise and banks will cover? How do we adjust? • Inflation rates rise but salaries stay the same which causes financial risk. • Cyber attacks • Generational divide • Devaluing Bachelor degree • Women choosing to stop sports after high school • Continue restrictions from covid • Economic unrest continues → loss of students • Social issues with students → how do we response Christ-like? • They “system” may not always have best response • Keeping up with new tech (financially) • Student dependence on cell phones • Not much diversity in area → limited perspectives (white, conservative) • Equality Act/LGBTQ+ • Dependence on enrollment • Reluctance of students to spend so much on college • The temptation to compromise our beliefs to satisfy the culture • Laws that affect us as an institution • Division • Social media • Economic instability
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OUTCOMES

Outcomes serve as the terminal values (effect) expected in fulfillment of the mission, and are therefore used to gauge the institution's achievement of that mission. Each outcome signifies a distinct quality that can be used to quantify institutional progress and are useful in the evaluative process. Subordinate measures can be used as Performance Indicators⁵.

The mission, to provide a Christ-Centered Education for Character, is revealed in the institution's three prong approach to its operational structure (with a fourth prong further incorporating the vision):



Seen in this way, Character is viewed as the primary outcome or measureable effect used to assess the work of the College, whereby Civic-Engagement is viewed as the culminating effect of character probably stewarded.

Character can be described as the summative qualities that define an individual. The etymology of the word demonstrates that it signified the manner of life and encompassed the internal disposition and nature of the individual, as approved by external actions and behaviors⁶. The distinct merits and virtues are not necessarily identified, since character itself was defined through the observation of the individual, not necessarily by a comparison to an outside standard.

Recognizing the *perspective* of the College, which focuses on a Christ-Centered approach to defining its function(s), Central Christian College of Kansas has chosen to use the life of Christ to distinguish how Character is to be interpreted. In Luke 2:52 the gospel writer asserts Jesus “grew in wisdom and stature and in favor with God and man.” In other words, Christ’s life reflected the type of character that allowed him to be wise, revered, and respected. Furthermore, this description captures the holistic reality of humanity, recognizing both the relationship humanity has with its Creator, as well as relationships within creation.

Understanding how Jesus grew in wisdom, stature, and favor provides a roadmap in defining character. Jesus Himself provides this insight when He described His own perspective concerning the objective of His life energies. In Mark 12:28-30, Jesus responds, “Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength”.

In recognizing this as the “Greatest Commandment” Christ elevated these four criteria as terminal values, representing the highest ideals of human functioning. In turn, each criterion represents an essential element of character, which allows the individual to grow in wisdom, stature and favor. These

⁵ Possible measures include entry/exit exams, capstone projects, comprehensive residential responses (personal growth reflection), as well as other tools.

⁶ Liddell, H. G. & Scott, R. (1867). *GreekEnglish Lexicon based on the German work of Francis Passow*. New York, NY: Harper & Brothers

same ideals serve as the basis through which Central Christian College has chosen to measure the effectiveness of its mission.

It is important to note that there is no hierarchal structure to these four elements. One is not necessarily more important than another and no one element can be viewed in isolation from the others, since the four operate in tandem, and in deference to God.

These four character outcomes serve as the virtues toward which the College presumes every student should demonstrate progress during his or her residency and beyond. They represent the *Performance Outcomes*.

PERFORMANCE OUTCOMES

In conjunction with the Ends Policy, maintained by the Board of Trustees, these Performance Outcomes represent the *ends* (outcomes) identified by the Board. These outcomes represent minimum performance expectations for the institution. In order to assess these outcomes, the Board requires that the College annually provide comparative data illustrating trends over time.

- **HEART:** We believe that graduates should demonstrate civic and moral leadership, in order “to do good; seek justice, and correct oppression.”
- **SOUL:** We believe graduates should demonstrate an appreciation for the Lordship of Christ, “not lagging in diligence, fervent in spirit, serving the Lord.”
- **MIND:** We believe graduates should demonstrate reasoned and productive lifestyles, filled with the “Spirit of God, with wisdom, with understanding, with knowledge, and with all kinds of skills.”
- **STRENGTH:** We believe graduates should demonstrate dispositional strength and behavioral readiness, so that they “never tire of doing what is good”.

Table 1.3

Assessment Tools Related to the Mission and Fit Four Model

Mission Outcomes Aptitudes Virtues	Christ-Centered Education for Character							
	Heart		Mind		Soul		Strength	
	Relationships	Justice	Reason	Wisdom	Reflection	Temperance	Readiness	Fortitude
Assessment (Phase 01)	Miville-Guzman Universality-Diversity Scale (M-GUDS): Target: Graduate Average Mean Scores of 3.01-4.44 (Proficient); ≥ 4.5 (Ideal)		California Critical Thinking Skills Test: Target: Graduate Scores ≥ National Average (Proficient); 75 th percentile (Ideal)		Lifeway Spiritual Well Being: Target: Graduate Average Mean Scores of 3.01-4.44 (Proficient); ≥ 4.5 (Ideal)		Senior Career Portfolio: Target: Successful completion of Senior Career Portfolio = 100% & Placement Scores ≥ 85%	
Assessment (Phase 02)	Virtuous	Collaborative	Discerning	Creative	Faithful	Caring	Healthy	Resilient
	Entry/Exit Perception Survey							

To further clarify expected outcomes, the College uses the following matrix as a way to specify behavioral outcomes and provide for greater parity when applying the CORE4 across the collegiate experience. Each of the CORE4 outcomes are dichotomized into two discrete behavioral classifications. In turn, each provides a list of synonymic words that provide both dimensional and apposite forms of how that category may be described when applied to different disciplines of activities.

THE CORE4

2022-2023

HEART		SOUL		MIND		STRENGTH	
Virtuous Citizenship		Vibrant Faith		Vocational Aptitude		Vigorous Lifestyle	
Justice		Temperance		Wisdom		Fortitude	
Relational	Cultural	Spiritual	Missional	Intellectual	Innovational	Functional	Effectual
We believe that graduates should demonstrate civic and moral leadership, in order “to do good; seek justice, and correct oppression.”		We believe graduates should demonstrate an appreciation for the Lordship of Christ, “not lagging in diligence, fervent in spirit, serving the Lord.”		We believe graduates should demonstrate reasoned and productive lifestyles, filled with “wisdom, understanding, knowledge, and all kinds of skills.”		We believe graduates should demonstrate dispositional strength and behavioral readiness, so that they “never tire of doing what is good”.	
VIRTUOUS	COLLABORATIVE	FAITHFUL	CARING	DISCERNING	CREATIVE	HEALTHY	RESILIENT
THE CAPACITY TO ACT WITH INTEGRITY AND HONOR	THE CAPACITY TO RESPECT, COOPERATE, AND CHAMPION	THE CAPACITY TO BELIEVE, FOLLOW, AND HONOR	THE CAPACITY TO REFLECT, EMPATHIZE, AND RESPOND	THE CAPACITY TO DISCERN, ANALYZE, AND COMMUNICATE	THE CAPACITY TO CREATE, PRODUCE, AND INSPIRE	THE CAPACITY TO PERCEIVE, ACT, AND PERFORM	THE CAPACITY TO ADAPT, REACT, AND PERSIST
Authentic	Caring	Blameless	Alert	Analytical	Artistic	Active	Bold
Charitable	Civic-Minded	Consecrated	Diligent	Articulate	Communicator	Aware	Courageous
Cordial	Civil	Devoted	Enthusiastic	Astute	Designer	Balanced	Dauntless
Decent	Collaborative	Devout	Engaged	Coherent	Entrepreneurial	Even-Keeled	Driven
Dependable	Communicator	Forgiven	Equipped	Critical	Evaluator	Fit	Durable
Ethical	Compassionate	Fruitful	Motivated	Intelligent	Expressive	Flexible	Firm
Generous	Congenial	Grateful	Passionate	Judicious	Gainful	Grounded	Gritty
Gracious	Cooperative	Hallowed	Prepared	Knowledgeable	Imaginative	Lucid	Hardy
Helpful	Courteous	Holy	Proactive	Level-Headed	Industrious	Measured	Humorous
Honest	Equitable	Humble	Profitable	Logical	Innovative	Optimistic	Irrepressible
Honorable	Fair	Innocent	Provoked	Methodical	Inspired	Positive	Lasting
Integral	Fair-minded	Prayerful	Ready	Ordered	Inspiring	Rational	Level-Headed
Kind	Friendly	Pure	Receptive	Practical	Inventive	Reasonable	Longsuffering
Loyal	Global	Purposeful	Responsible	Perceptive	Problem-Solver	Reflective	Persevering
Moral	Hospitable	Redeemed	Sensitive	Poised	Productive	Robust	Persistent
Nobel	Impartial	Reverent	Vibrant	Prudent	Professional	Sane	Resolute
Peaceful	Influencing	Righteous	Vigilant	Reasoned	Resourceful	Self-Aware	Secure
Principled	Just	Stewarding	Watchful	Sage	Skilled	Sensible	Steadfast
Polite	Lawful	Submissive	Willing	Scientific	Synthesizer	Sober-Minded	Strong
Reliable	Objective	Thankful	Zealous	Sensible	Useful	Sound	Tough
Trustworthy	Sympathetic	Worshipping		Shrewd	Visionary	Stable	Untiring
Virtuous	Tolerant			Studious		Steady	
	Unbiased			Wise		Vigorous	

OPERATIONAL OUTCOMES

In addition to the Performance Outcomes, the College also recognizes the need for Operational Outcomes, These outcomes refer directly to operational and environmental aspirations that are required to fulfill the mission of the College and assist the institution in the fulfillment of the Performance Outcomes.

The general elements include leadership, maintenance, technology, finance, operational oversight, academics, athletics, professional education, student services, advancement/development, and admissions.

- **Nurture Stewardship, Synergy, & Sustainability:** Invigorate operational mobility, flexibility, and effectiveness through cooperative stewardship, sound management, and collaborative advancement.
 - KPI 1.01: Strengthen financial viability
 - KPI 1.02: Partner with the Foundation to significantly strengthen and diversify resources, supporting the viability of the College
 - KPI 1.03: Revitalize campus culture by providing opportunities designed to enhance pride, trust, and loyalty within our campus community and beyond⁷
- **Sustain a Transformative Campus Community:** Reimagine a student experience that nurtures heart, soul, mind, and strength, resulting in individual and community transformation.
 - KPI 2.01: Implement a robust educational experience that personifies the CORE4, with a distinct focus on developing Christ-Centered Character
 - KPI 2.02: Enrich athletic and extra-curricular programming promoting character-driven performance and achievement
- **Foster a Vibrant Learning Community:** Promote 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 in alignment with workforce trends
 - KPI 3.02: Stimulate academic excellence, ingenuity, and professional development
 - KPI 3.03: Reinforce Student Support, Success, and Placement
- **Broaden Operational Efficiency and Responsivity:** Maintain an infrastructure that fosters ingenuity, exploration, and excellence.
 - KPI 4.01: Improve the technological infrastructure, with an emphasis on reliability, accessibility, and security.
 - KPI 4.02: Maintain facilities, equipment, and staffing that support functionality and provide aesthetic value, fostering ingenuity and exploration.

The presence of Key Performance Indicators (KPI's) provides further clarity, specifying specific areas of focus that the College has decided to invest over this next five-year timeframe. As can be seen on the following tracking templates, each KPI includes a series of short-term action steps (goals), measures, and progress points. The *action steps* (goals) represent short-term aspirations that provide strategic scaffolding designed to move the institution toward fulfillment of its vision, while remaining steadfast to its mission.

These action steps are reviewed regularly with the data being recorded as is appropriate. The scope of these action steps are focused on a 1-5 year timeframe. Each director, overseeing the various divisions of the College, support the process by working with vested individuals and defining appropriate divisional goals. As such, not every goal, objective, and target is recorded here. Each division of the College will have its own set of goals and measures that help support these overarching outcomes.

⁷ Update in fall of 2002

KPI 1.01:

STRENGTHEN FINANCIAL VIABILITY

	Action Steps	Measure(s)	Progress
2022-2023	Enrollment: Residential (280); Online (250); DC (60); Master's Program (23)	Census	
	Retention: SAS 66%; SPE 72%	Databook	
	Maintain a GBR <62%	Databook	
	Reduce Accounts Payable below \$450,000	Audit	
	Obtain DOE-CFI >1.2	Audit	
	Reduce Accounts Receivable below \$3,000,000	Audit	
	Demonstrate Increased Benchmarking [KPMG-CFI +1]		
2023-2024	Enrollment: Residential (305); Online (280); DC (75); Master's Program (25)	Census	
	Retention: SAS 68%; SPE 75%		
	Maintain a GBR <61%	Databook	
	Reduce Accounts Payable below \$400,000	Audit	
	Reduce Accounts Receivable below \$2,750,000	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 Annual RAN Loan to \$400,000	Audit	
	Reduce Accounts Payable below \$300,000	Audit	
	Reduce Accounts Receivable below \$2,500,000	Audit	
	Obtain DOE-CFI >1.5	Audit	
	Demonstrate Increased Benchmarking [KPMG-CFI +1]	Presidential Report	
MILESTONES		ROADBLOCKS	
<ul style="list-style-type: none"> Obtained a 1.00 (USDE-CFI) Approval of School of Graduate Students (SGS) with Master of Science in Strategic Leadership (MSSL) 11-20-20 New Degree in Health Science Division: Associates of Science in Health Science 11-20-20 Dual Credit: AA Degree Track for Dual Credit students was created. Ready to sell (11-20-20); Teaching again for Sunrise Christian Academy Hired FT Accountant In-House collection efforts on old student account balances Sale of Kids Kampus and investment of Unrestricted Net Assets 		<ul style="list-style-type: none"> Declining CFI Prior period adjustments made to 2019-20 audit COVID – Added reports and regulations, additional cash strain on College and students Enrollment numbers Retirement of PT Accountant/In-House Collections High inflation and interest rates High percentage of athletes enrolled (GBR) 	

*See Benchmarking Matrix

KPI 1.02:

Strengthen and diversify resources, supporting the viability of the College (Foundation).

	Action Steps	Measure(s)	Progress
2022-2023	Naming Rights (50)	50 by 6/30/2023	
	Complete Pre-Campaign Study	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	
	Launch Silent Phase of Campaign	TBD strategies 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	
	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	
<ul style="list-style-type: none"> Basketball floor project fully funded 17 rooms initially named Endowment analysis completed Dalke Lane/South Entrance funded and construction began Greer sound project completed, zoom technology project started Wresting Center funded 		<ul style="list-style-type: none"> Conflicts with city fund raising events i.e. United Way, Holiday Meals, All School’s Day Obtaining cooperation and support from CCCK Staff 	

KPI 1.03:

Revitalize campus culture by providing opportunities designed to enhance pride, trust, and loyalty within our campus community and beyond

	Action Steps	Measure(s)	Progress
2022-2023	Expand Morale Program		
	Ratify Governance Structure	Voting	
	Launch annual <i>focus reunion</i> for sub-groups	Data Book	
	Improve levels of Satisfaction and Engagement (Staff) (2%)	Staff Satisfaction Survey, Alumni Survey, SSI	
	Institute a COLA increase & continue addressing equity gaps	Budget & Financials	Raise & some equity gaps addressed in August 2022
2023-2024			
	Institute raises based on enrollment number budgets	Budget & Financials	
		Data Book	
	Improve levels of Satisfaction and Engagement (1%)	Staff Satisfaction Survey, Alumni Survey, SSI	
2024-2025			
	Continue to increase pay annually by minimum of 1.5%	Budget & Financials	
		Data Book	
	Improve levels of Satisfaction and Engagement (2%)	Staff Satisfaction Survey, Alumni Survey, SSI	
MILESTONES		ROADBLOCKS	
<ul style="list-style-type: none"> Divisions: United "Academic Division" houses both Student Success and Library for stronger communication between two offices. 11-20-20 Ramping up HR Department Launched First-hand Fridays Resurrected the Tiger Growl 		<ul style="list-style-type: none"> Conflicts with city fund raising events i.e. United Way Budget competition COVID – All events are difficult with state regulations limiting group activity (11-20-20) Turnover of employees 	

KPI 2.01:

Implement a robust educational experience that personifies the CORE4.

	Goal	Measure(s)	Progress
2022-2023	Launch Civic & Moral Leadership Series		
	Civic Engagement: Launch Badging Program		
	Launch Multicultural Week		
	Launch monthly communications to SPE population (Campus Ministries)	Number of communications	
	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	

IDEAS/STRATEGIES – SANDBOX

- Deepen relationship with McPherson Free Methodist Church
- One big name person, per month to speak in chapel
- Character Institute
- Take a group to Passion for one day (Atlanta/Brooklyn)
- Student Leadership
- Create a webpage/app partner churches in the area for College students
- Vlog/Blog out local pastors to Central students
- Provide chapel services for at least four Christian schools annually
- Promoting core value of calling: connecting our work with God's work.
- Promote chapel and worship attendance among faculty/staff/students
- Emphasize expectation of regular chapel attendance in employee handbook
- Create a way for faculty/staff to comment on chapel programs in an interactive way.
- Develop a "Foundations of Servant Leadership" class, to include basic tenants of the Christian faith

MILESTONES

- Yearly Mission Trip Offered
- Connect – Discipleship Program Launched
- Better usage of Campus App
- Developed a First Year Seminar challenging first year students to engage with world-wide issues from a Christian worldview.
- Weekly Campus Update messages sent to campus community.
- Spiritual Emphasis Week: Engage (September).

ROADBLOCKS

- Funding
- Employee turnover in Student Life

KPI 2.02:

Enrich Extra-Curricular and Co-Curricular programming, promoting character-driven performance and achievement

	Goal	Measure(s)	Progress
2022-2023	Develop an Athletic Brand enhancement Program		
	Highlight clubs/organization and have a strong partnership with student government and clubs.		
	Install <i>Participation Banners</i> to amplify athletic history		
	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		
2024-2025			

IDEAS/STRATEGIES – SANDBOX

- Promote Pep-Band/Squad to enhance athletic experience
- Prioritize and fund positions that will positively impact all programs
- Student Athlete Success Coordinator, Sports Psychologist, Strength and Conditioning
- Develop an Athletic Brand enhancement Program
- Develop a Plan to Renovate/Improve Existing Athletic Facilities that will provide safe practice and competition spaces for student athletes, while benefiting all CCK students
- Develop and fund a plan to tell the CCK Athletics story – academic success, competition, feature stories, community service, successes of alum
- Enhance website and utilize social media in branding efforts
- Increase efforts in recruiting diversity in students and coaching staff
- 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

MILESTONES

- Recruiting: New recruiting initiative for the Arts (11-20-20)
- 2021-2022: Pep Band with 10-15 Members
- Every Division/Department has its own club (11-20-20)
- Honors College (11-20-20)

ROADBLOCKS

- COVID: Difficult to promote pep band at games (11-20-20)

KPI 3.01:

Expand and refine programming appropriately and in alignment with workforce trends

	Goal	Measure(s)	Progress
2022-2023	Begin recognizing Vocational Advocacy Groups to assist in program alignment		
	Submit funding proposal to Butterfield (Science & Health)		Letter of Inquiry Submitted
	Begin development on Soft Skill Badging		
	Civic Engagement: Begin assessment of GE Core		
2023-2024	New Space/remodel for health sciences/natural science (need \$1 million grant)		
	New Degree in Health Science Division		
	Launch 2 nd Graduate Program		
2024-2025	Launch Civic Justice Leadership Institute		

IDEAS/STRATEGIES – SANDBOX

Partner with Butterfield

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.

MILESTONES

- 2019-2020: Completed Workforce Analysis (11-20-20)
- 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)

ROADBLOCKS

-

KPI 3.02:

Stimulate academic excellence, ingenuity, and professional development

	Goal	Measure(s)	Progress
2022-2023	Launch Writing Stipend/Award Program for Faculty and Staff		
	Launch Lunch & Learns		
	Join HACU		Joined HACU in July 2022
	Amplify Study Aboard Opportunities		
2023-2024	2-3 publications from Faculty		
	Host STEM/STEAM Camp for Community		
	Utilize CANVAS for Dual Credit		
	Send Representative to HACU Conference		
2024-2025	2-3 publications from Faculty		
	1 Grant from Faculty		
	Launch Honors Program		
IDEAS/STRATEGIES - SANDBOX			
MILESTONES		ROADBLOCKS	
•		<ul style="list-style-type: none"> • High expense involved with HACU conferences • Possible travel restrictions/adjustments due to COVID 	

KPI 3.03: REINFORCE STUDENT SUPPORT, SUCCESS, AND PLACEMENT			
	Goal	Measure(s)	Progress
2022-2023	Placement Rate >92%		
	Award honors to students in every program		
	Develop 3+2 plan for SGS Program(s)		
2023-2024	Placement Rate >94%		
	Increase graduate salary benchmark above \$36,000		
	Gap Year Reserch and Development		
2024-2025	Placement Rate >96%		
	Launch Pilot Gap Year Expereince		
IDEAS/STRATEGIES – SANDBOX <ul style="list-style-type: none"> • Support retention and completion of students through coordinated academic and support services that deliver evidence-based interventions to support student success. • Further strengthen our support for international students to help them to succeed in their studies and to engage the Central mission. • Improve the retention and completion of students, above the national average. • Improve outcomes in employment (placement and salary level) for graduates, above the national average. <p>Review our policies, practices, structure, both for brink-n-mortar and digital environments, to ensure accessibility for students and staff.</p>			
MILESTONES		ROADBLOCKS	
•		•	

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

	Goal	Measure(s)	Progress
2022-2023	Introduce a Comprehensive Access Management System (Single Sign-On [SSO])		
	Implement Multi-factor Authentication (MFA)		
	Complete CANVAS Integrations		
2023-2024	Restore Refresh Cycle		
	Launch CRM		
	Launch Online Catalog		
	Launch SIS migration		
2024-2025	Install Key Cards		

IDEAS/STRATEGIES – SANDBOX

- Develop and implement a closed-loop customer service experience.
- Offer regular internal training opportunities for efficiency and consistent services.
- Strengthen data security posture.
- Explore IaaS options, providing software-defined networks and next generation back-up and recovery strategies.
- Improve enterprise best practices for governance, capital planning, risk management, and ITS project portfolio management.

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

MILESTONES	ROADBLOCKS
•	•

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

	Goal	Measure(s)	Progress
2022-2023	Complete Refurbish of Success Center [F-4.02.02]		
	Include 1.0% Deferred Maintenance in Budget	Budget	
	Update External Scoreboards (ATH)		
	Complete Campus Plan		
2023-2024	Fund South Gym Project (Therapy Wing) [F-4.02.01]		
	Include 1.5% Deferred Maintenance in Budget		
2024-2025	Complete Athletic Expansion Project		
	Include 2.0% Deferred Maintenance in Budget		
	Break Ground on New Dorm		
IDEAS/STRATEGIES - SANDBOX			
MILESTONES		ROADBLOCKS	
<ul style="list-style-type: none"> Gym Floor Repair Fully Funded Able to update some areas on campus not originally planned for (deferred maintenance) in light of additional COVID funding assistance 		<ul style="list-style-type: none"> 	

YEAR ONE: 2020-2021 REVIEW

KPI OBJECTIVE 1.01: STRENGTHEN FINANCIAL VIABILITY			
	Action Steps	Measure(s)	Progress
2020-2021	Enrollment: Residential (290); Online (370); DC (67); Master's Program	Census	Onground: 275 Online: 318 (July) Dual Credit: 72
	Retention: Residential-FTF-59%; Online-FTF -55%	Census, Databook, and Master Student File	SAS (60%); SPE (70%)
	Modify Presidential Limitations/Outcomes to include Benchmarking*	Inclusion in Presidential Report	Added - Reformatting
	Reduce Accounts Payable below \$500,000. <i>Revised (COVID) – no higher than 6/30/2020</i>	Audit	June 30: \$586,350.50
	Reduce Accounts Receivable below \$3,850,000	Audit	June 30: \$3,378,464.89
	Obtain DOE-CFI > 1.1.	Audit	Projected 2.00
	Revise Residential Strategic Enrollment Management Plan (RSEMP)	RSEMP	Complete/Ongoing
KPI 1.02: PARTNER WITH THE FOUNDATION TO SIGNIFICANTLY STRENGTHEN AND DIVERSIFY RESOURCES, SUPPORTING THE VIABILITY OF THE COLLEGE.			
	Action Steps	Measure(s)	Progress
2020-2021	Naming Rights	25 by 6/30/21	Naming Rights – 28 Nine Pending
	Alumni Touchpoints (FB/email, website, virtual)	FB-268; virtual-22 by 6/30/21	FB-528/virtual-37
	Begin campaign fundraising for north gym	Proposals developed and presented	Personal presentation in May; more to come
	Investment reporting	3 sources tracked/presented	completed
	Goal - \$490K URes (\$42,000 Bus. Drive) [1.02.1]	Monthly metrics	URes - \$457,728 Bus Drive - \$45,355
	President's Circle Members	80 by 6/30/21	PC members – 93
	Finish Admin steps to separate Found. From CCCC	7/1/2021	Progress Pending
	Monitor HB/KK for viability and net income Financially support project requests by CCCC	HB – self sustaining KK - \$72K per yr to CCCC Support – up to \$30K/yr	HB in the black KK - \$72K to CCCC Support - \$48,260
	HOF planning committee	Successful HOF event	Very successful HOF event
	Complete Endowment and Restricted Reconciliation Project	True cash deficit determined by both accts	Pending audit for both; restricted accounts close to parity
	Obtain occupancy permit for wrestling center	Wrestlers moved in	Dedication 10/30/21
KPI 1.03: REVITALIZE CAMPUS CULTURE PROMOTING PRIDE, TRUST, AND LOYALTY WITHIN OUR CAMPUS COMMUNITY AND BEYOND			
	Action Steps	Measure(s)	Progress
2020-2021	Launch Staff Satisfaction & Engagement Survey	Launch of Survey	Completed – High Five Plan Under construction
	Revitalize Purpose of the Tiger App or Partner with CANVAS App for vibrant clear avenues of communication	Data Book/Push Notifications	Ongoing – TIGERApp Taken Down
	Launch New Tiger Alert App	Partnership with Titan HST	Complete/Ongoing
	Launch Employee Appreciation Programming		Launched Coffee House Program, Hosted Summer Buffet,
	Launch Benefit Briefings	Communication given throughout the year to employees (presentation meetings, emails, etc.)	Launched monthly informational emails on various benefits in Jan. 2021
	Initiate the development of Governance Manual, with the goal of ratifying with the campus community.	Completion & Ratification	Initiated in January of 2021 – Draft 09 under review
	Improve Internal mechanisms for communication and interaction		Launched First Hand Fridays and Tiger Growl to aid in Staff Faculty communication

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
2020-2021	Integrate Library and Student Success into one location with one strategic goal for excellent service and support for students.	SSI: Service Excellence >5.30	Completed
	Relaunch Week of Welcome to create an environment and experience where a sense of belonging, care, and support are exemplified.	Fall 2020 to Spring 2021 Overall SAS Retention above 82%	84.2%: Complete
	Renovate worship experiences for life change for students.	Lifeway Spiritual Growth Assessment (Q.4 Abide in Christ ≥ 4 [Frequent or Always]) Exit Survey	Ongoing
	Launch flexible chapel options due to the impact of Covid-19 to assist students to live by God's Word	Lifeway Spiritual Growth Assessment (Q. 1-10 Live in the Word ≥4 [Frequent or Always]) Exit Survey	Ongoing
	Hire a Campus Pastor	Hiring of Rev. Fleming	Complete
	More Access to Spiritual Resources	Hiring of Rev. Fleming; Virtual Office Hours	Complete
	Launch Spiritual Formation Analysis for Online	Ad hoc Committee Minutes	Ongoing
	Revitalize dining menu in alignment with nutritional needs of population	New Nutritional Menus New CDS Director Training with JBU Cafeteria Staff	Complete
	Repurpose the Tiger Den to Open a Wellness Center		Complete
KPI 2.02: ENRICH ATHLETIC AND EXTRA-CURRICULAR AND CO-CURRICULAR PROGRAMMING, PROMOTING CHARACTER-DRIVEN PERFORMANCE AND ACHIEVEMENT			
	Goal	Measure(s)	Progress
2020-2021	Launch Men's Volleyball Team		Recruiting is ON-Track
	All Coaches completed Character-Driven Coaching Curriculum		Training initiated in spring 2021
	100% of all athletic team complete a community service project		Delayed - COVID
	Bronze Level Champion of Character		Completed
	At least one coach attending appropriate convention		
	Complete transition of Athletic Web Site		Completed
KPI 3.01: EXPAND AND REFINE PROGRAMMING APPROPRIATELY AND IN ALIGNMENT WITH WORKFORCE TRENDS			
	Goal	Measure(s)	Progress
2020-2021	Submit Graduate Application with HLC		Done - Approved
	Explore micro-degrees and credentialing	SPOC Minutes	Done – SPOC Report: Faculty Debriefed
	Realign General Education with Workforce Expectations	Monthly General Education Committee (GEC) minutes: Quadrennial Review (Due 08-01-21)	By Monthly Quad Meetings
	Denominational Strategic Planning for realigning Free Methodist Church coursework requirements	Ad-Hoc Minutes	Dr. Cromwell met with FM Denomination about has course objectives. Creating courses; 11-18-20 Ad-Hoc Meeting with various offices.
	New Academic Organization Chart		Completed – Divisions in place
	Launch an Allied Health Department Utilizing Online and ON ground Platforms	New Hire of Health Science Division Chair	Done: Associate of Science Approved by Faculty and Board of Trustees; Job Description has been posted.
	Reimagine the Fine Arts for CCCK through a new humanities degree	Division Meeting Minutes & A02 – New Program Form	Humanities Div Minutes: Actions Moving Forward (Sept/Oct minutes)

KPI 3.02: STIMULATE ACADEMIC EXCELLENCE, INGENUITY, AND PROFESSIONAL DEVELOPMENT			
	Goal	Measure(s)	Progress
2020-2021	Launch Comprehensive LMS	Canvas	Completed 07-2020
	Develop Faculty Mentorship Program	A04 Faculty Review (Yearly)	Ongoing: A04 Faculty Review: Every full time instructor goes through a yearly faculty review process.
	Awards for Online Faculty for Degree Completion and "Teacher of the Year"	Faculty Minutes; Faculty Master List	Completed
	Professional Development Pool for Larger Events and Travel: Year 1 - \$6,000	Professional Development Budgetary Audit: Faculty Budget Proposals	Delayed - COVID
KPI 3.03: REINFORCE STUDENT SUPPORT, SUCCESS, AND PLACEMENT			
	Goal	Measure(s)	Progress
2020-2021	Expand Early Alert program to develop protocols for academic & social concerns; to increase communication and frequency of data reporting	Academic Alert Tracker, CCK Retention Tool/Tracker	Academic Office tracks Academic Alerts; Faculty are asked to report every two weeks on Friday
	Identify honor society for every program	Currently 3-4	Task force for Division Meetings (Dec Minutes)
	Relaunch Transfer Student (Mid-Year) Orientation Process	Canvas Class + Winter Week of Welcome Activities	Completed
	SAS Placement Rate ≥90% (Placement into job force, missions, grad programs, and/or military)	SAS Students: Exit Survey; CCK Data Book (Departmental Data Reports)	
	Success Center: Develop Plan for Library/Student Success	Minutes	Academic Division includes Library and Student Success
KPI 4.01: SUSTAIN A TECHNOLOGICAL INFRASTRUCTURE THAT IS RELIABLE, ACCESSIBLE, RESPONSIVE, AND SECURE			
	Goal	Measure(s)	Progress
2020-2021	Update Phone System		Deferred
	Address configuration related to access for Web Streaming (Baseball/Softball)		Complete
	Transition to Universal CRM		Complete
	Update Great Plains Software		Complete
	Update SIS		Deferred - Committee is identifying final candidates
	Enhance Cyber Security Awareness		Expanded KnowB4 Program DHS Audit
KPI 4.02: MAINTAIN FACILITIES AND EQUIPMENT THAT SUPPORT FUNCTIONALITY AND PROVIDE AESTHETIC VALUE, FOSTERING INGENUITY AND EXPLORATION			
	Goal	Measure(s)	Progress
2020-2021	Open Health & Wellness Center (BSC)	X Amount of students/faculty/staff utilize daily/weekly	Done
	Include 1% Deferred Maintenance in Current Budget	Budget/Financials	In light of COVID, adjusted budget to 0.25% - Reinvested into Mitigation
	Complete South Gym Repair (ATH)		Done
	Launch Maintenance Ticket System		Deferred
	Update Campus Plan [F-4.02.02]		Building Committee Formed

YEAR TWO: 2021-2022 REVIEW

KPI 1.01: STRENGTHEN FINANCIAL VIABILITY			
	Action Steps	Measure(s)	Progress
2021-2022	Enrollment: Residential (275); Online (275); DC (75); Master's Program (18)	Census	Onground: 266 Online:253 (August) Dual Credit: 62 SGS: (August – 3 Cohorta)
	Retention: SAS 62%; SPE 70%; SGS 60%	Census, Databook, and Master Student File	SAS (51%); SPE (53%); SGS (ND) Transfer: (76%); (87%); SGS (ND)
	GBR <62%	Databook	GBR 63.4%
	Reduce Accounts Payable below \$500,000	Audit	\$128,761.89 (Preliminary Audit)
	Reduce Accounts Receivable below \$3,000,000	Audit	\$3,370,049.55 (Preliminary Audit)
	Demonstrate Increased Benchmarking [KPMG-CFI +1]	Data Book; Audit	CFI (KPMG) 3.52
	Obtain DOE-CFI >1.5	Audit	CFI (2.3)
	Revise Residential Strategic Enrollment Management Plan (RSEMP)		Completed (09/2021)
KPI 1.02: PARTNER WITH THE FOUNDATION TO SIGNIFICANTLY STRENGTHEN AND DIVERSIFY RESOURCES, SUPPORTING THE VIABILITY OF THE COLLEGE.			
	Action Steps	Measure(s)	Progress
2021-2022	Naming Rights (40)	40 by 6/30/2022	41 by 12/31/21
	Alumni Touchpoints (FB/email, website, virtual)	FB-700; virtual – 50 by 6/30/2022	Data Requested
	Fund and begin construction on north gym	Funded and plans done	In progress
	Goal - \$470K Ures (\$43,000 Business Drive)	Monthly metrics	\$268,603 – 12/31/21 \$37,000 Business Drive
	President Circle Members – 100	100 by 6/30/2022	96 by 12/31/21
	Monitor HB for viability and net income	HB – self sustaining	\$3198 by 12/31/21
	Financially support project requests by CCCC	Support – up to \$20K/yr	Yes
	Maintain HOF	Full/successful event	Planning underway
	Finish all parts of wrestling center	Done by 6/30/21	Two projects remaining
	Launch Quarterly Business Award Program	Initial award – 9/1/2021	2 nd quarter awarded
	Fund construction costs of Indoor Facility	Funded and cons. Started	In progress
	Relaunch Planned Giving Program	Staff attend training Hire 1 FT new officer by 6/30/2022	Using FMF; others in training
KPI 1.03: REVITALIZE CAMPUS CULTURE PROMOTING PRIDE, TRUST, AND LOYALTY WITHIN OUR CAMPUS COMMUNITY AND BEYOND			
	Action Steps	Measure(s)	Progress
2021-2022	Improve levels of Satisfaction and Engagement (2%)	Staff Satisfaction Survey, Alumni Survey, SSI	2022 results show increases, but overall decrease
	Launch employee morale program (High Five)	Programs	Six programs (BINGO; TEA Day; Pretzel Party; Popcorn; Fall Festival; Massage Day)
	Ratify Governance Structure and publish Governance Manual		Manual has been completed and Readers Checked – Ready for Ratification
	Launch Assurance Argument Process		Date Set with the Commission
	Operationalize HR	Assign HR to an essential personnel	Completed & Progressing
	Launch Governance Web Site		Completed
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
2021-2022	Launch Civic Engagement Strategy		White Paper Developed – and Phases Identified
	Integrate Library and Student Success into one location with one strategic goal for excellent service and support for students.	SSI: Service Excellence >5.30	Completed
	Launch “Badge” program in CANVAS		Deferred until Phase 2 of Civic Engagement Strategy
	Expand Engage Day focus to include a spiritual development (CORE4) focus each semester	Implementation	Completed
	Maintain enrollment diversity ratios above regional benchmarks	Data Book	47% - #2 in the state (College Factual)
	Strategically implement Online Spiritual Formation options		Only one communication sent out at beginning of year. – Push to 22-23
KPI 2.02: ENRICH ATHLETIC AND EXTRA-CURRICULAR AND CO-CURRICULAR PROGRAMMING, PROMOTING CHARACTER-DRIVEN PERFORMANCE AND ACHIEVEMENT			
	Goal	Measure(s)	Progress
2021-2022	At least one athletic team participating in a cross-cultural mission’s experience		In progress
	At least two coaches attending appropriate convention		Completed
	Reinstate the All-School Picnic		Completed
	Install <i>Participation Banners</i> to amplify athletic history		Not Done
	Have each campus sponsored organization/club sponsor at least one community service initiative each year		Delayed (COVID)
	Silver Level Champion of Character		Awaiting
KPI 3.01: EXPAND AND REFINE PROGRAMMING APPROPRIATELY AND IN ALIGNMENT WITH WORKFORCE TRENDS			
	Goal	Measure(s)	Progress
2021-2022	Launch Graduate Program		Completed: started second cohort (November 8, 2021)
	Submit funding proposal to Butterfield (Science & Health)		Letter of Inquiry Submitted
	Write degree plan and approve micro-degrees		White Paper Circulating
	Develop Health Science focus		Initial Meetings Occurred – Included in Pre-Campaign Study
	Include a workforce trend study for every department	Quadrennial Review	Not yet implemented
	Launch CJ 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.
	Implement SIS		SIS Committee made recommendations to College Council (Dec. 20201)
	Submit new SGS program for approval		SGS Division Chair is exploring Degree Options
KPI 3.02: STIMULATE ACADEMIC EXCELLENCE, INGENUITY, AND PROFESSIONAL DEVELOPMENT			
	Goal	Measure(s)	Progress
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 21 st 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. RA’s/RD’s paperwork included in CANVAS. Launched COVID Class for tracking purposes. Building a Course for new CCCK instructors in CANVAS (in Progress)
KPI 3.03: REINFORCE STUDENT SUPPORT, SUCCESS, AND PLACEMENT			
	Goal	Measure(s)	Progress

2021-2022	Placement Rate <90%		96%
	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		In Progress: Partnership with KICA
	Launch Attendance App in CANVAS		Purchased & Completed
	Integrate Early Alert System with CAMS/CANVAS		
	Develop 3+2 plan for SGS Program(s)		No Movement. Defer.
KPI 4.01: SUSTAIN A TECHNOLOGICAL INFRASTRUCTURE THAT IS RELIABLE, ACCESSIBLE, RESPONSIVE, AND SECURE			
	Goal	Measure(s)	Progress
2021-2022	Restore Refresh Cycle		No Movement.
	Complete CANVAS Integrations		Integrations are complete.
	Launch CRM		Complete.
	Introduce an Internal Cloud		Not Applicable – Microsoft Teams is operational.
	Launch SIS migration		Defer.
	Implement Multi-factor Authentication (MFA)		In progress.
KPI 4.02: MAINTAIN FACILITIES AND EQUIPMENT THAT SUPPORT FUNCTIONALITY AND PROVIDE AESTHETIC VALUE, FOSTERING INGENUITY AND EXPLORATION			
	Goal	Measure(s)	Progress
2021-2022	Complete Campus Plan		In progress.
	Include 1.00 % Deferred Maintenance in Budget		.5%
	Complete "NAMED" Street Project [F-4.02.01]		Dedication 10/2021
	Modify Archives space, providing expansion of success services		Paused
	Celebrate Central – Main Street signage and wayfaring project		Complete
	Complete Athletic Training Room & Hydro Room refurbish		Complete
	Complete refurbish of SH – 3 rd Floor		Complete