



CENTRAL CHRISTIAN COLLEGE OF KANSAS  
2023-2024 STRATEGIC FRAMEWORK

Central Christian College of Kansas: Strategic Plan

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## **PRESIDENTIAL PERSPECTIVE (2023)**

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 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.

When we began this process in 2018, we had set goals (KPI's) to help stabilize the College by 2025. Elements of the stabilization are now in place. However, with the transition of online enrollment management transitioning from an OPM to the College decreases in online enrollment demanded a response. A course correction was needed. One that would build on improvement, but focus on a realignment for growth.

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.

*Leonard F. Favara Jr.*  
President  
Central Christian College of Kansas

## INTRODUCTION & PURPOSE

In the past, the College has primarily relied on the presence of a standalone Strategic Plan. However, due to the nature of the institution, that plan illustrated operational objectives much more than strategic initiatives. While there are some synergies between operational planning and strategy, the two are not necessarily synonymous.<sup>1</sup> As the new century emerged, consideration was also given between the need to provide visional structure, while also illustrating mission execution.

The current environment of higher education is characterized by unprecedented scrutiny and tremendous change. Added to this is an increased focus on compliance and regulatory control. The use of both a Strategic Framework and a Strategic Plan recognizes that in an era of rapid policy changes, technological advancements, and culture shifts, a framework provides advantages. Too often, elements of the strategic plan need modification in order to respond to changes occurring within the operational landscape of the College. In an unstable or dynamic,

The utilization of both a framework and a plan allows the framework to provide a sustainable structure upon which the plan can identify specific goals and outcomes, responding dynamically to the environment of the needs of the institution.

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 PROCESS

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 first iterations of this strategic blueprint, largely focused on operational planning, began in 2015. The process culminated in a strategic document that sought to merge vision, mission SWOT, and planning.

In 2023, as the College responded to the increasing pressure of external forces, a revised version of this document emerged reflecting the need for flexibility and a need for ongoing adaptation.

The documents, owned by the College Council and annually affirmed by the Board of Trustees, includes input from the entire campus constituency. Each academic cycle, members of the campus community, in alignment with the governance and assessment cycle, provide input to elements like SWOT, assessment, and goal development.

During the annual workshop, faculty and staff preview the *working* plan, providing time and space for input and revision appropriate to the vitality and viability of the institution.

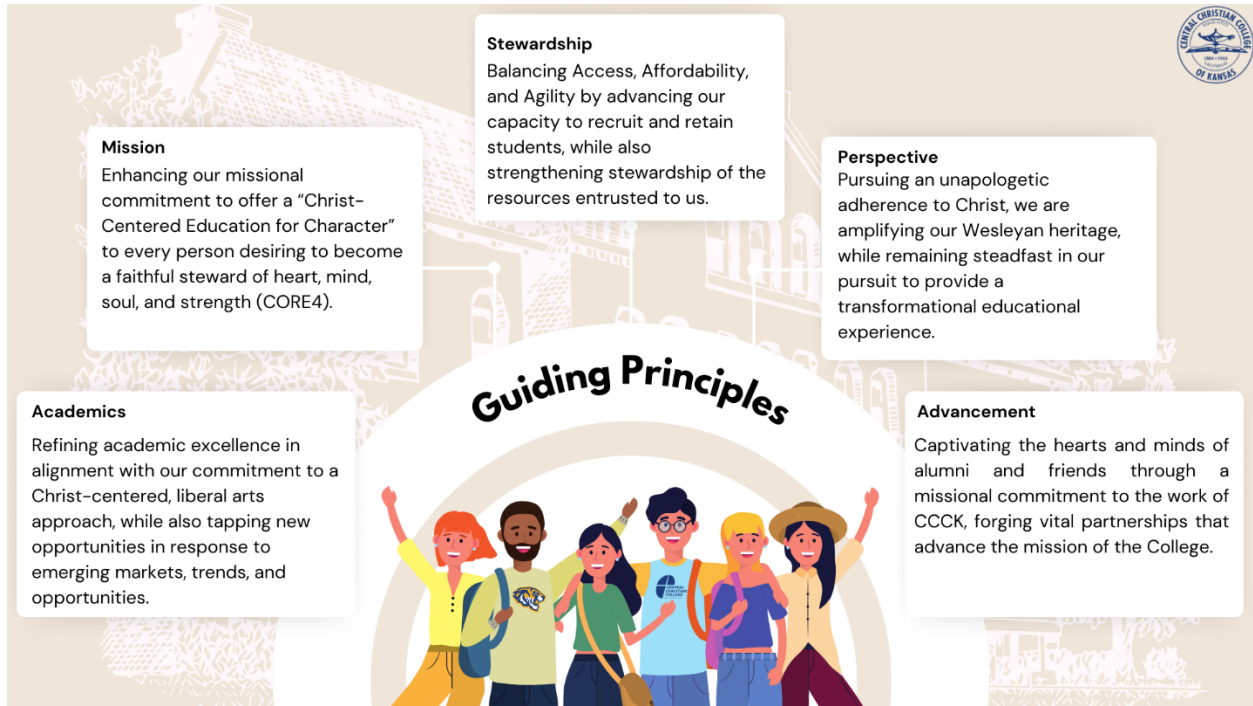
## GUIDING PRINCIPLES

Since its inception, the Strategic Plan remains an organic document – evolving as assessment informs the process. In 2020, the Strategic Plan was modified to focus on goals and outcomes to be realized fully in 2025. The influence of the pandemic and modifications in our partnerships required a course correction prior to 2025. This updated plan is focused on preparing the way for 2025 and beyond.

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<sup>1</sup> The tracking matrix was updated to reflect the differences between the two.

As such, the following outcomes are identified as guiding principles.



Building on these intentions, the following plan features ambitious, yet realistic aspirations designed to recalibrate the operations of the College in alignment with its mission and the global environment in which it exists.

### SUPPORTING DOCUMENTS

While this strategic planning document is designed to be comprehensive in scope, it is supported by and amplified through a number of other *mission-related* documents (i.e., Governance Manual, Data Book, Catalog, Campus Master Plan, Strategic Enrollment Management Plan, and various Handbooks).

## **VISION, MISSION, AND VALUES**

The Vision, Mission, and Values are reviewed on an 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 considers reaffirmation or affirmation of modifications as part of its fall agenda, when considering the Strategic Plan.

### **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.<sup>2</sup>*

Ephesians 4:12-13 provides the challenge that beats at the heart of our vision. 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 the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ."

### **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, 2010<sup>3</sup>.

*CHRIST-CENTERED EDUCATION FOR CHARACTER*

### **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:

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<sup>2</sup> Revised in 2022

<sup>3</sup> Adopted in 2010, revised in 2016 with the addition of a dash between *Christ* and *Centered*.

- **Truth:** Acknowledging that God is the source of all Truth, we emphasize a balanced application of Scripture (as the first authority), reason, tradition and experience<sup>4</sup> 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 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 Core Values annually as part of its fall agenda.

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<sup>4</sup> 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.



## STRATEGIC ANALYSIS & OUTCOMES

Through the strategic analysis, the College assesses the internal and external environments, evaluates available data, and utilizes applicable tools and personnel perception to provide insight. The goals is to gain:

- A Holistic View, allowing for a comprehensive understanding of internal capabilities, the external landscape, and potential opportunities and threats.
- Accurate Challenge Framing, which helps to identify and define core challenges accurately, shaping the strategy development process.
- Proactive Adaptation, helping to anticipate potential bottlenecks and areas for improvement, fostering proactive adaptability.
- Viable Leverage, through the development of strategies that maximize organizational strengths for a competitive advantage.

Each year Faculty & Staff have opportunity to contribute to the development and refinement of the Strategic Plan. Most recently, in 2023, Faculty & Staff participated in a Competitive Analysis, which included a review of strengths, weaknesses, opportunities, and threats (SWOT). While this is a traditional aspect of the process, the addition of the Competitive Analysis amplified insights. By itself, the annual SWOT analysis provides a framework to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of the College. The analysis included a review of last year's finding, providing opportunity for revision in light of new data, perceptions, or influences.

The addition of the competitive analysis allowed stakeholders to identify competitors in the market in order to add a layer of reflective evaluation. The results were compiled in an effort to help identify perceptual alignment with the College's own strengths, weaknesses, opportunities, and threats<sup>5</sup>.

Following the fall 2023 Board of Trustees Meeting, the President announced the establishment of a Presidential Task Force on College Stewardship, Stability, and Resilience. This Task Force, made up of four distinct working groups, prioritized cross-functional communication and collaboration.

These working groups were comprised of faculty and staff from across the campus. The goal of each groups was to provide specific recommendations that could have an immediate effect on margin, while maintain the integrity of the mission. The results of this endeavor are articulated in the *2023 Strategic Update: Presidential Task Force of Stewardship, Stability, and Resilience*.

## Gauging Growth Potential



Adapted from 2023 KPMG LLP, Financial Sustainability in Higher Education

<sup>5</sup> Results of the SWOT Analysis and Competitive Analysis can be found in Appendix B.

## OPPORTUNITIES AND CHALLENGES

### OUR FAITH

Religious affiliation is declining in the US, especially among young people. The Pew Research Center is estimating that Christian could make up less than half the US population within the next few decades. In contrast, 90% of the population was Christian 50 years ago<sup>6</sup>. Efforts to recruit mission-aligned staff and students are difficult, as CCCC is notably more intentional about its heritage and stance. Yet, informed by our Wesleyan-Holiness roots, few institutions are better positioned to address disaffiliation and develop opportunities for spiritual formation and discovery.

### ATHLETICS

The reliance on athletics, as a driver in recruitment, is a real trend. This reality, which is not necessarily an intentional strategy, has an effect of campus culture and academic engagement. Perspective on this issue will greatly impact the College's ability to leverage the trend, rather than anguish over the shift. Historically, athletically involved students populated leadership positions and academic achievers.

### ALUMNI BASE

Historically, due to the two-year nature of the institution, alumni maintain dual-affiliations. This changed with the move toward a four-year college in 2000. However, alumni engagement has largely reflected 20<sup>th</sup> century strategies for alumni engagement.

### ENGAGEMENT WITH THE REGION

Plastics, energy, equipment manufacturing, pharmaceuticals and data centers are key industries for the region. Do in part to the location of the community, significant manufacturing firms choose McPherson. These include CertainTeed (Saint-Gobain), Johns Manville (Berkshire Hathaway), Westlake Pipe & Fittings, Pfizer and Viega. In addition, McPherson has 10 plastics manufacturers and eight plastic industry support facilities.

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<sup>6</sup> Pew Research Center

## STRATEGIC FRAMEWORK

This revised framework provides a basis through which the College can adapt its model while supporting the core mission. In light of the assessment insights gained through this process, the following themes have emerged:

- The need to build on the successful alignment of strategic, academic, and financial planning (Integrated Planning). This includes the refinement of the College's zero-based budgeting process to support the allocation of resources in alignment with strategic initiatives and an accurate understanding of costs.
- The need to further develop enrollment strategies specific to academic programs and the financial impact of particular pedagogic strategies.
- The need to define an updated campus master plan that aligns with academic and student life needs, as well as identifying specific facility, information technology, and infrastructure needs.
- The need to balance the stabilization of financial ratios while also allocating resources toward strengthening operations, revenue, FTE enrollment, and the College brand.

In alignment with these themes, this iteration of the Strategic Framework focus on the following outcomes.

### KPI 1: FISCAL VIABILITY

Invigorate operational mobility, flexibility, and effectiveness through cooperative stewardship, sound management, and advancement.

- Annual Net Tuition/Fees (Residential) >\$ 13,000
- Annual Fund Revenues  $\geq$  12% of Operating Revenue
- Non-traditional Net Tuition Revenue  $\geq$  50% of overall Net Tuition Revenue
- Annual overall cost of Advancement and Fundraising functions  $\leq$  50% of unrestricted contributions
- Budget contingency  $\geq$  5% of operating revenues
- Long-term Debt  $\leq$  50% of annual operating revenue
- Total salary and benefit costs  $\leq$  70% of Net Tuition Revenue
- Strengthen ratio scores in an effort to maintain a CFI above 1.5

### KPI 2: CURRICULA & CO-CURRICULA PROGRAMMING

Provide a student experience that nurtures heart, soul, mind, and strength, resulting in individual and community transformation and endows students with the skills and competencies to be life-long learners and effective practitioners.

- Average non-traditional class size  $\geq$  15
- Average residential class size  $\leq$  20 /  $\geq$  15<sup>7</sup>
- Refine residential programming resulting in  $\geq$  10% increase in enrollment and  $\geq$  70% retention.
- Refine non-traditional programming resulting in 25% increase in enrollment growth by 2030
- Maintain housing occupancy  $\geq$  90%
- Maintain a Graduation Rate  $\geq$  55%

### KPI 3: INFRASTRUCTURE & ADVANCEMENT

Maintain an operational infrastructure that fosters ingenuity, efficacy, and excellence.

- Develop an aligned Master Plan
- Support Employee Healthcare Costs at 75% of premiums
- Provide 403(b) matching contributions  $\geq$  5%
- Devote  $\geq$  10% of operating surplus toward shared bonus initiative
- Include deferred maintenance line item  $\geq$  2% of prior year revenue

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<sup>7</sup> Minus Varsity Activity and DPI's. This KPI is under review to better clarify purpose, which is to minimize courses with less than 10 students.

- Complete Capital Campaign > 100%
- Increase Annual Fund Giving to >\$550,000 by 2030

Directors, overseeing the various divisions of the College, may set discrete goals and measures that help support these overarching outcomes.

# Strategic Plan – At A Glance (2023-2024)

<p><b>Vision</b> 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.</p> <p><b>Mission</b> Christ-Centered Education for Character</p> <p><b>Outcomes &amp; Measures</b></p> <p><b>Heart (Justice)</b> Miville-Guzman Universality-Diversity Scale (M-GUDS): Target: Graduate Average Mean Scores of &gt; 3.01 – 3.50 (Proficient); ≥ 3.5 (Ideal)</p> <p><b>Mind (Reason)</b> California Critical Thinking Skills Test: Target: Graduate Scores ≥ National Average (Proficient); 75<sup>th</sup> percentile (Ideal)</p> <p><b>Soul (Temperance)</b> Lifeway Spiritual Well Being: Target: Graduate Average Mean Scores of 3.01-4.50 (Proficient); ≥ 4.5 (Ideal)</p> <p><b>Strength (Fortitude)</b> Senior Career Portfolio: Target: Successful completion of Senior Career Portfolio = 100% &amp; Placement Scores ≥ 85%</p>	<b>Nurture Stewardship, Synergy, &amp; Sustainability</b>		<p><b>Core Values</b></p> <p><b>Truth:</b> we emphasize a balanced application of Scripture (as the first authority), reason, tradition and experience.</p> <p><b>Spiritual Growth:</b> we are committed to providing an environment through which each individual can develop and sustain a maturing relationship with Christ</p> <p><b>Comprehensive Education:</b> we work to sustain an integrated educational experience</p> <p><b>Excellence:</b> we promote an environment of innovation, where people are equipped and encouraged to serve with distinction.</p> <p><b>Prayer:</b> we 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.</p> <p><b>Community:</b> we seek to provide an environment where each person is treated with respect and dignity,</p> <p><b>Integrity:</b> we adhere to the highest moral and professional standards.</p>
	<p>Strategic Goals (Long Range – Broken Down to Short-Range)</p> <ol style="list-style-type: none"> <li>1. Annual Net Tuition/Fees (Residential) &gt;\$10,000</li> <li>2. Annual Fund Revenues ≥ 8% of Operating Revenue</li> <li>3. Non-traditional Net Tuition Revenue ≥ 46% of overall Net Tuition Revenue</li> <li>4. Annual overall cost of Advancement and Fundraising functions ≤ 40% of unrestricted contributions (annual)</li> <li>5. Budget contingency ≥ 3% of operating revenues</li> <li>6. Long-term Debt 62% of annual operating revenue</li> <li>7. Total salary and benefit costs ≤6 5% of Net Tuition Revenue</li> <li>8. CFI &gt; 1.00</li> </ol>	<p>Operational Goals (What is needed to support)</p> <ol style="list-style-type: none"> <li>1. Launch Public Phase of Campaign with 75% pledged</li> <li>2. Goal - \$455K Scholarship/OPS (\$45,000 Business Drive)</li> <li>3. Transfer advancement operations to College</li> <li>4. Launch Chief Advancement Officer Search</li> <li>5. Enrollment Headcount: Fall 2024 Residential: (140 New/280 Overall); Fall 2024 Online (156); DC (40); July 2023 - Master’s Program (15)</li> <li>6. Maintain a residential GBR &lt;63% (Overall &lt;50%)</li> <li>7. Obtain DOE-CFI &gt;1.0 (FY2023)</li> <li>8. Realize positive Unrestricted Net Assets</li> <li>9. Review Mission in alignment with workforce intersection</li> </ol>	
	<b>Curricular &amp; Co-Curricular Programming</b>		
	<p>Strategic Goals</p> <ol style="list-style-type: none"> <li>1. Maintain enrollment (students) diversity ratios above regional benchmarks</li> <li>2. Five Star Champion of Character (NAIA)</li> <li>3. Review Academic Matrix study</li> <li>4. Maintain Placement Rate &gt;9 2% (SAS)</li> <li>5. Average non-traditional class size ≥ 6 Students</li> <li>6. Average residential class size &gt; 13</li> </ol>	<p>Operational Goals</p> <ol style="list-style-type: none"> <li>1. Evaluate GE Philosophical Framework</li> <li>2. Investigate &amp; submit request for competency based learning (SPE)</li> <li>3. Develop Co-Curricular Badging Matrix</li> <li>4. Launch “Jesus &amp; Me” CANVAS course (badgr)</li> <li>5. Initiate recognition process for HSI (Hispanic Serving Institution)</li> <li>6. Define a 4-Year Developmental Framework (Co-Curricular)</li> <li>7. Re-Initiate Cross Country</li> <li>8. Launch two Industry Based Majors (SAS – Academics)</li> <li>9. Submit second SGS Request (Human Resources)</li> <li>10. Retention: &gt; 65% (SAS)</li> </ol>	
<b>Infrastructure &amp; Advancement</b>			
<p>Strategic Goals</p> <ol style="list-style-type: none"> <li>1. Maintain Cyber-Security Score above industry standard</li> <li>2. Maintain no VPR scores &lt; 9.0 for Internal Network Vulnerabilities</li> <li>3. Support Employee Healthcare Costs at 75% of premiums</li> <li>4. Provide 403(b) matching contributions of at least 3%</li> <li>5. Devote ≥ 1% of operating surplus toward shared bonus initiative</li> <li>6. Vet and Identify Firm to assist in Campus Plan</li> <li>7. Include .025% of prior year revenue for deferred maintenance</li> </ol>	<p>Operational Goals</p> <ol style="list-style-type: none"> <li>1. Deploy identity management system</li> <li>2. Identify and begin initial installation of CRM for Advancement</li> <li>3. Create plan to address SIS replacement</li> <li>4. Deliver a year-round grounds maintenance plan</li> <li>5. Deliver a Comprehensive Facilities Plan</li> <li>6. Deliver infrastructure refresh/replace plan.</li> <li>7. Complete Outdoor Fitness Court</li> <li>8. Install fire suppression system in server room</li> <li>9. Break Ground on Dining Hall Renovation</li> <li>10. Develop architectural drawings for residential expansion</li> </ol>		

## STRATEGIC DASHBOARD

Goal	Long-Term Measure	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Net Tuition/Fees (Residential)	> \$13,000	\$9,677	\$10,465	<i>\$10,000</i>						
Annual Fund Revenues	≥ 12% of Operating Revenue	7%	6%	<i>8%</i>						
Non-traditional Net Tuition Revenue	≥ 50% of overall Net Tuition Revenue	45%	37%	<i>46%</i>						
Annual overall cost of Advancement and Fundraising functions	≤ 50% of unrestricted contributions (annual)	39%	46%	<i>40%</i>						
Budget Contingency	Unrestricted Assets ≥ 5% of operating revenues	8%	29%	<i>3%</i>						
Long-term Debt	≤ 50% of annual operating	<b>64%</b>	66%	<i>63%</i>						
Total salary and benefit costs	≤ 70% of Net Tuition Revenue	65%	Audit	<i>65%</i>						
CFI	Composite: ≥ 1.5	1.0	1.9	<i>1.5</i>						
	Primary Reserve: ≥ 0.20	.031	.11							
	Equity: ≥ 1.00	1.20	1.20							
	Net Income: ≥ 0.20	-.20	.60							
Average non-traditional class size	≥ 15	Calculating	4.25	<i>6</i>						
Average residential class size	≤ 20 / ≥ 15	Calculating	12							
Refine and establish programing resulting in	≥ 10% increase in new enrollment	277	268	<i>280</i>	<i>285</i>	<i>290</i>	<i>295</i>	<i>300</i>	<i>305</i>	
	≥ 70% retention (SAS)	49%	63%	<i>65%</i>						
Refine and establish non-traditional programming resulting in	25% increase in enrollment growth (4 years = 250)	204	125	<i>156</i>	<i>195</i>	<i>243</i>	<i>250</i>			
Maintain Housing Occupancy	≥ 90%	89.55%	88.38%							
Develop an aligned Master Plan	Completion	Old	Finding Firm							
Support Employee Healthcare Costs	75% of premiums	75%	75%							
Provide 403(b) matching contributions	≥ 5%	2%	2%							
Devote operating surplus toward shared bonus initiative	Devote ≥10%	0	0							
Include deferred maintenance line item	≥ 2% of prior year revenue	0	0	<i>.0025</i>	<i>.0050</i>	<i>.0075</i>	<i>.100</i>	<i>.015</i>	<i>.0175</i>	
Annual Fund	> \$550,000 (w/o Estates)	\$454	\$429K	<i>\$440K</i>						

*Italicized data are calculated goals that are for illustrative purposes.*

## **APPENDIX A: MILESTONES**

### **FISCAL VIABILITY**

- In-House collection efforts on old student account balances
- Maintained over a 1.00 CFI for over two periods
- Developing HR
- Met Business Drive Fundraising Goal
- Sale of Kids Kampus and investment of Unrestricted Net Assets (Contingency Fund Established)
- Ratified Governance Structure – Integrated Planning Structure
- Met annual payables goal (22 & 23)
- Hired FT Accountant
- Maintained Health Insurance Premium Coverage a @ 75%
- Temporarily Restricted Funds at parity
- Endowment Distributions stalled to address parity
- Silent Phase of Capital Campaign Launched

### **CURRICULA & CO-CURRICULA PROGRAMMING**

- Approval of School of Graduate Students (SGS) with Master of Science in Strategic Leadership (MSSL) 11-20-20
- Revamped Freshman Seminar
- Yearly Mission Trip Offered
- Merged Student Success and Library
- New Degree in Health Science Division: Associates of Science in Health Science 11-20-20
- General Education: Created General Ed Committee (GEC) with regular monthly meetings. Reworking Quad-Review questions.
- Spiritual Emphasis Week: Engage
- Met Student Diversity Goals/Member of HACU
- Refurbish of SH-Third Floor Completed
- Sponsored monthly Morale Booster activity
- Completed Workforce Analysis (11-20-20)

### **INFRASTRUCTURE & ADVANCEMENT**

- Named Room initiative resulted in 17 rooms named
- Able to update some areas on campus not originally planned for (deferred maintenance) in light of additional COVID funding assistance
- Basketball floor project fully funded and projected completed
- Dalke Lane/South Entrance funded and construction complete
- Endowment analysis completed
- Zoom Room installed
- New Scoreboards installed (Soccer, Softball, Baseball, and Basketball)
- Wrestling Center funded and project completed
- Outdoor Fitness Court completed
- Hall of Fame Kiosk Installed
- South Gym Lobby retrofit
- Greer sound project completed, zoom technology project started

# APPENDIX B: 2024 SWOT ANALYSIS

Updated May 2024, including input from Faculty Workshop

<p><b>STRENGTHS (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>▪ Academic Success Enhancements</li> <li>▪ Heritage/Biblical Foundation</li> <li>▪ Care &amp; Grace for students/ student centricity</li> <li>▪ Central Community (Team)/Positive staff/faculty relationships</li> <li>▪ Christian Leadership w/vision</li> <li>▪ Class Size</li> <li>▪ Commitment to Spiritual Development</li> <li>▪ Committed Faculty/Called Staff</li> <li>▪ Current CFI</li> <li>▪ Diverse Student Body</li> <li>▪ Community Relationships</li> <li>▪ Environment – magnify Christ, rejoice in success</li> <li>▪ Focus on Assessment &amp; Data-Driven Decision-making</li> <li>▪ Friendly- Small Personable Size – individualized attention</li> <li>▪ More internship/practicums</li> <li>▪ Interpersonal Relationships</li> <li>▪ Learning Management System</li> <li>▪ Liberal Arts Education</li> <li>▪ Living Testimonies (Past/Present)</li> <li>▪ Master’s program/Other New programs</li> <li>▪ Missional/CORE4 Culture (Holistic Ministry)</li> <li>▪ Prayer Focus of Leadership</li> <li>▪ Resilient</li> <li>▪ Student Relationships</li> <li>▪ Increased Faculty</li> <li>▪ Online/Online Ministry Degree</li> <li>▪ Recent Renovations (Fitness Court, Dining)</li> </ul>	<p><b>WEAKNESSES (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>▪ ADA Development</li> <li>▪ Gaps in staffing</li> <li>▪ Training</li> <li>▪ Advising Workload</li> <li>▪ Loss of institutional memory</li> <li>▪ Facilities &amp; Deferred Maintenance/Infrastructure (IT, Accessibility, equipment)</li> <li>▪ AR Collections</li> <li>▪ Arts</li> <li>▪ Athlete/Non-Athlete Ratio; Reliance on athletics as primary enrollment driver</li> <li>▪ Budget (tight, small); Monetary Restrictions</li> <li>▪ Collaboration between departments</li> <li>▪ Default Rate</li> <li>▪ Endowment</li> <li>▪ Enrollment driven/low enrollment/low retention</li> <li>▪ Focusing too much on the “ideal” instead of the reality</li> <li>▪ Inferiority Complex</li> <li>▪ Lack of Broad Alumni Support</li> <li>▪ Low academic functioning students</li> <li>▪ Marketing – Brand Awareness</li> <li>▪ Need more Biblical elective for online and on ground</li> <li>▪ Need more bodies to do the job/stretched thin</li> <li>▪ Politics can come to play/power struggle</li> <li>▪ Poor data for graduate placement</li> <li>▪ Scholarship structure/effective implementation</li> <li>▪ Silos</li> <li>▪ SIS (CAMS)</li> <li>▪ Staff not knowing other staff member’s roles</li> <li>▪ Staff Retention</li> <li>▪ Curriculum Matrix Improvements</li> </ul>
<p><b>OPPORTUNITIES (EXTERNAL)</b></p> <ul style="list-style-type: none"> <li>▪ Biblical worldview</li> <li>▪ Community Support/Involvement</li> <li>▪ Corporate Culture and Companies in McPherson</li> <li>▪ Dual-Credit</li> <li>▪ Accessibility through Internet</li> <li>▪ HCC and other community colleges</li> <li>▪ International/Underrepresented Population Markets</li> <li>▪ Internships/real world experiences for students</li> <li>▪ Master’s degree – build on it</li> <li>▪ McPherson, KS (Safe, supportive, Future-Focused)</li> <li>▪ Mission Opportunities</li> <li>▪ Need for micro-certificates</li> <li>▪ Area High Schools – recruit from local youth groups</li> <li>▪ Cross denominational opportunities</li> <li>▪ Partnerships with employers for internships</li> <li>▪ People Need Jesus</li> <li>▪ Promote God’s love for other to get thinking from self to others (i.e. chapel speakers)</li> <li>▪ Restructure programs to what is needed in the world</li> <li>▪ Shift to online learning</li> <li>▪ Social Justice (sex trafficking and other topics)</li> <li>▪ Specialized degrees</li> <li>▪ Champions of Character</li> </ul>	<p><b>THREATS (EXTERNAL)</b></p> <ul style="list-style-type: none"> <li>▪ Competition (Geographic, Virtual, Saturation)</li> <li>▪ Culture shifts and degrading social morals (depending on target population)</li> <li>▪ Cyber attacks</li> <li>▪ Devaluing of a college/bachelor degree</li> <li>▪ Economic instability; perception of student debt (cost of education) by customers</li> <li>▪ Free College</li> <li>▪ Generational divide</li> <li>▪ Global Political Instability</li> <li>▪ Inflation rates rise but salaries stay the same.</li> <li>▪ Interest rates rise. How do we adjust?</li> <li>▪ Keeping up with new tech (financially)</li> <li>▪ Loss of Government \$ from political agenda</li> <li>▪ Proposed legislation and regulatory issues (FSLA, Loan Forgiveness, Personal Liability, Equality Act, NC-SARA, etc.)</li> <li>▪ Residential Experience (Perception of Cost vs. Value)</li> <li>▪ The temptation to compromise our beliefs to satisfy the culture</li> <li>▪ Tuition Driven/Affordability of Private Education</li> <li>▪ SAC Travel</li> <li>▪ Enrollment Cliff</li> <li>▪ Higher Education Perceptions</li> </ul>



## **APPENDIX C: 2023 COMPETITIVE ANALYSIS**

### **STRENGTH ANALYSIS**

The following list illustrates the top answers for “why we think we win”?

- Christian
- Small
- The Community
- The Diversity
- Athletic Scholarships
- The People
- Opportunity to Play/Participate

The following list illustrates the top answers for “why we think we lose”?

- Cost
- Condition of Physical Plant
- Lack Distinctive Academic Offerings
- Technology/Infrastructure
- Instructor Pool (Size)
- Deficiency of Arts
- Deficiency of Resources
- Deficiency of Course Offering
- Location

Based on internal responses, the following are perceived as highly valued by our consumers and difficult for our competitors to replicate. These represent strengths that we can build upon:

- Christian Mission (Holistically Practiced & Modeled)
- Size and Location (Personable & Safe)
- Diversity of Campus Community & Diversity of Opportunities
- Curricular/Co-curricular Support – Intentional focus on overall student success (Holistic – CORE4)
- First Chance U over Last Chance U: We provide opportunities for 1<sup>st</sup> Gen, those with socioeconomic obstacles, and those needing a chance.

When asked to identify weaknesses that are most easily addressed and would have the greatest impact on core functions, the following were highlighted:

- Facilities/Curb Appeal
- Technology
- Elevate Student Experience (Tech/Infrastructure/Offering)