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CALENDAR OF EVENTS – 2018-2019

FISCAL CALENDAR YEAR		Start Date: August 1, 2018	End Date: August 31, 2019

AUGUST 2018			
August 1	Wednesday	BEGINNING OF COLLEGE YEAR	
		Current Year College Annual Plan (AP) Implemented	
August 4	Saturday	COLLEGE FACULTY AND STAFF BBQ	
		Inclusive of all College Faculty and Staff	
August 5	Sunday	COLLEGE ENROLLMENT SUNDAY	
		Emphasis and Enrollment for CLC church family	
August 6	Monday	ALUMNI NEWSLETTER DISTRIBUTION	
		FALL 2018 EDITION	
August 10 - 24	Multiple days	BLACKOUT DATES – FACULTY AND STAFF	
		Time off unavailable to all College Faculty and Staff	
August 13	Monday	FACULTY ORIENTATION AND FALL PROFESSIONAL DEVELOPMENT WORKSHOP	
		Inclusive of all College Faculty and Staff	
August 13 - 14	Monday - Tuesday	STUDENT SENATE RETREAT	
		Annual planning for school year	
August 15 - 17	Wednesday - Friday	ADMISSIONS CHECK-IN AND ASSESSMENT TESTING	
		Freshman Orientation, Returning Student Orientation and Financial Consultation	
August 15 - 21	Multiple days	WELCOME WEEK	
		Cafeteria and Dorms open. Welcome activities & Barbeque hosted by Student Senate.	
August 17 - 21	Friday - Tuesday	FALL SEMESTER BEGINS	
		Admissions, Registration, Housing and Returning Student Orientation	
August 22	Wednesday	CLASSES BEGIN	
August 29	Wednesday	ASSESSMENT SESSION 1 – GENERAL MINISTRY (NON-EMPHASIS)	
		Noon – 3:00 pm – heritage room	
August 30	Thursday	FACULTY SENATE SEATING	
		Seating of Faculty Senate and Election of Faculty Senate Chair (by Sept 1)	

SEPTEMBER 2018			
September 3	Monday	LABOR DAY PICNIC	
		No School	
September 4	Tuesday	FACULTY AND STAFF MEETING – K1 1:00 – 3:00 PM	
		Standard Agenda, including abbreviated strategy status departmental focus report from: ACADEMIC ADVISING, ADMISSIONS, AND LRC (5 MINUTES PER DEPARTMENT)	
September 4	Tuesday	SEM BRANDING, RECRUITMENT AND ADMISSIONS COUNCIL MEETING	
		Strategic Enrollment Management Task Force Sub-Committee K1 – 3:00 – 4:00 pm	
September 4 - 7	Tuesday - Friday	ALL DEPARTMENTAL MEETINGS	
		Monthly mandatory individual department meetings – all departments	
September 5	Wednesday	BI-ANNUAL PRESIDENT'S ADDRESS	
		Third Chapel Service	
September 5	Wednesday	LAST DAY TO ENROLL	
		Last Day to Withdraw without "W"	
September 5 - 9	Wednesday - Sunday	LIFELINE CONFERENCE	
September 11	Tuesday	ASSESSMENT SESSION 1 – BIBLE & THEOLOGICAL STUDIES	
		1:30 pm – 3:30 pm – K1	
September 11	Tuesday	SEM STUDENT SUPPORT COUNCIL MEETING	
		Strategic Enrollment Management Task Force Sub-Committee K1 – 3:30 – 4:30 pm	
September 14 - 15	Friday - Saturday	BOARD OF DIRECTORS MEETING	
September 18	Tuesday	FACULTY SENATE MEETING K1 1:00 – 3:00 PM	
September 18	Tuesday	SEM STUDENT SUCCESS COUNCIL MEETING	
		Strategic Enrollment Management Task Force Sub-Committee K1 – 3:00 – 4:00 pm	
September 25-28	Tuesday - Friday	UPCI GENERAL CONFERENCE - LOUISVILLE, KY	
		Alumni and Recruitment Focus	

September 27	Thursday	**ALUMNI BREAKFAST BANQUET – STAKEHOLDER FOCUS**
		Bristol Bar and Grill, Louisville, KY – 8:30 am – Distinguished Alumnus Award

OCTOBER 2018		
October 1	Monday	**FRESHMAN CLASS ELECTIONS**
October 2	Tuesday	**FACULTY AND STAFF MEETING – K1 1:00 – 3:00 PM**
		Standard Agenda, including abbreviated strategy status departmental focus report from: **ALUMNI RELATIONS , CAPITAL DEVELOPMENT, AND FINANCIAL SERVICES** (5 MINUTES PER DEPARTMENT)
October 2	Tuesday	**SEM OVERSITE COMMITTEE MEETING– K1 3:00 – 4:00 PM**
		Review SEM Council sub-committee September reports
October 4	Thursday	**BOOKSTORE AND GIFT SHOP MEETING**
October 6	Saturday	**PRIDE OF OWNERSHIP DAY**
		Student Senate coordinates "All Student" beautification of the campus
October 8 - 12	Monday - Friday	**ALL DEPARTMENTAL MEETINGS**
		Monthly mandatory individual department meetings – all departments
October 9	Tuesday	**ASSESSMENT SESSION 1 – BIBLE & THEOLOGICAL STUDIES**
		1:30 pm – 3:30 pm – K1
October 15	Monday	**ALUMNI PLEDGE EMPHASIS EMAIL CAMPAIGN**
October 16	Tuesday	**FACULTY SENATE MEETING**
		K1-Christian Life College
October 23	Tuesday	**LAST DAY TO WITHDRAW**
		Last day to Withdraw with "W"
October 23	Tuesday	**PROFESSIONAL DEVELOPMENT WORKSHOP**
		All Faculty Involvement
October 31	Wednesday	**FALL STUDENT LANDMARK**

NOVEMBER 2018		
November 5- 9	Monday - Friday	**ALL DEPARTMENTAL MEETINGS**
		Monthly mandatory individual department meetings – all departments
November 6	Tuesday	**FACULTY AND STAFF MEETING – K1**
		Standard Agenda, including abbreviated strategy status departmental focus report from: **HUMAN RESOURCES, INSTITUTIONAL RESEARCH AND INFORMATION TECHNOLOGY** 5 MINUTES PER DEPARTMENT
November 4-7	Sunday - Wednesday	**BIBLE CONFERENCE**
		Bible Seminar with Bro. Mullings
November 12	Monday	**ALUMNI NEWSLETTER DISTRIBUTION**
		Winter 2019 Edition
November 12 - 16	Monday - Friday	**FACULTY PEER REVIEW**
November 13	Tuesday	**ASSESSMENT SESSION 1 – BIBLE & THEOLOGICAL STUDIES**
		1:30 pm – 3:30 pm – K1
November 13	Tuesday	**EXECUTIVE COMMITTEE REVIEW OF ANNUAL PLAN**
November 21-23	Wednesday - Friday	**THANKSGIVING BREAK**

DECEMBER 2018		
December 3	Monday	**ALUMNI CHRISTMAS POSTCARDS**
		Hard copy mailing
December 4	Tuesday	**FACULTY AND STAFF MEETING – K1 1:00 – 3:00 PM**
		Standard Agenda, including abbreviated strategy status departmental focus report from: **STUDENT SERVICES** AND **BOOKSTORE** 5 MINUTES PER DEPARTMENT
December 3 - 7	Monday - Friday	**COURSE EVALUATIONS**

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December 3 - 7	Monday - Friday	ALL DEPARTMENTAL MEETINGS
		Monthly mandatory individual department meetings – all departments
December 10	Monday	SUMMER OF SERVICE APPLICATION SUBMISSION DEADLINE
		Applicants submit to Recruitment office
December 10	Monday	ALUMNI ASSOCIATION ELECTS THE OUTSTANDING ALUMNUS AWARD
		Outstanding award presented at the February Alumni Banquet, Stockton, CA
December 11	Tuesday	ASSESSMENT SESSION 1 – BIBLE & THEOLOGICAL STUDIES
		1:30 pm – 3:30 pm – K1
December 11 - 14	Tuesday - Friday	BLACKOUT DATES – FACULTY AND STAFF
		Time off unavailable to all College Faculty and Staff
December 11 - 14	Tuesday - Friday	END OF FALL SEMESTER
		Signature Assignments and Final Exams
December 14	Friday	GRADES, GRADEBOOKS AND ATTENDANCE FINALIZED
		Submit all finalized grades, gradebooks and attendance sheets to the Registrar

JANUARY 2019

January 2	Wednesday	CAFETERIA AND DORMS OPEN
January 2 - 4	Wednesday - Friday	ADMISSIONS CHECK-IN AND ASSESSMENT TESTING
		Freshman Orientation and Financial Consultation
January 2 - 11	Multiple days	BLACKOUT DATES – FACULTY AND STAFF
		Time off unavailable to all College Faculty and Staff
January 7 - 8	Monday - Tuesday	SPRING SEMESTER BEGINS
		Admissions, Registration, Housing and Orientation
January 7 - 11	Monday - Friday	ALL DEPARTMENTAL MEETINGS
		Monthly mandatory individual department meetings – all departments
January 8	Tuesday	SPRING PROFESSIONAL DEVELOPMENT WORKSHOP
January 9	Wednesday	CLASSES BEGIN
January 9	Wednesday	BI-ANNUAL PRESIDENT'S ADDRESS
		First Chapel Service
January 9	Wednesday	STATE OF THE COLLEGE REPORT
		Executive Committee prepares State of the College Report
January 13	Sunday	ALUMNI ASSOCIATION PREPARES THREE CANDIDATES- (DISTINGUISHED ALUMNI AWARD)
		Finalized selection by Executive Committee & Board of Directors in January Meeting
January 22	Tuesday	ASSESSMENT SESSION 1 – BIBLE & THEOLOGICAL STUDIES
		1:30 pm – 3:30 pm – K1
January 28	Monday	COLLEGE SYMPOSIUM
January 29-Feb 1	Tuesday - Friday	BLACKOUT DATE – FACULTY AND STAFF
		Time off unavailable to all College Faculty and Staff
January 29	Tuesday	BOARD OF DIRECTORS MEETING
		State of the College Report presented
January 29-Feb 1	Wednesday - Friday	LANDMARK CONFERENCE

FEBRUARY 2019

February 1-28	All Business Days	BOARD OF DIRECTORS formulates and releases updated BOARD STRATEGIC VISION
		BSV, 5 Year Outlook
February 1	Friday	ANNUAL ALUMNI LUNCHEON
February 4 - 8	Monday - Friday	ALL DEPARTMENTAL MEETINGS
		Monthly mandatory individual department meetings – all departments
February 5	Tuesday	FACULTY AND STAFF MEETING – K1 1:00 – 3:00 PM
		Standard Agenda, including abbreviated strategy status departmental focus report from: STUDENT SERVICES and LEARNING RESOURCE CENTER 5 MINUTES PER DEPARTMENT
February 5	Tuesday	SEM BRANDING, RECRUITMENT AND ADMISSIONS COUNCIL MEETING
		Strategic Enrollment Management Task Force Sub-Committee K1 – 3:00 – 4:00 pm
February 11	Monday	SUMMER OF SERVICE selections finalized
		Notifications are distributed on an individual basis

2018-2019 STRATEGIC ANNUAL PLAN

February 12	Tuesday	**ASSESSMENT SESSION 1 – BIBLE & THEOLOGICAL STUDIES**
		1:30 pm – 3:30 pm – K1
February 12	Tuesday	**SEM STUDENT SUPPORT COUNCIL MEETING**
		Strategic Enrollment Management Task Force Sub-Committee K1 – 3:30 – 4:30 pm
February 12	Tuesday	**ALUMNI NEWSLETTER DISTRIBUTION**
		Spring 2019 Edition
February 14	Thursday	**VALENTINE BANQUET**
		Coordinated by Student Senate
February 19	Tuesday	**FACULTY SENATE MEETING - K1 1:00 – 3:00 PM**
		K1-Christian Life College
February 19	Tuesday	**SEM STUDENT SUCCESS COUNCIL MEETING**
		Strategic Enrollment Management Task Force Sub-Committee K1 – 3:00 – 4:00 pm
February 25- Mar 3	Monday - Sunday	**BLACKOUT DATE – FACULTY AND STAFF**
		Time off unavailable to all College Faculty and Staff
February 26- Mar 3	Tuesday - Sunday	**RECRUITMENT FOCUS**
		Xperience Event

MARCH 2019

March 1 - 31	All Business Days	**EXECUTIVE COMMITTEE formulates the STRATEGIC EXECUTIVE PLAN (SEP)**
		SEP is a response to the BSV and identifies actionable items both for immediate implementation and positioning for future implementation
March 4 - 8	Monday - Friday	**ALL DEPARTMENTAL MEETINGS (PEER REVIEW PREP)**
		Monthly mandatory individual department meetings – all departments
March 5	Tuesday	**FACULTY AND STAFF MEETING – K1 1:00 – 3:00 PM**
		Standard Agenda, including abbreviated strategy status departmental focus report from: **MARKETING** and **RECRUITMENT** (5-minutes per department)
March 5	Tuesday	**SEM OVERSITE COMMITTEE MEETING– K1 3:00 – 4:00 PM**
		Review SEM Council sub-committee February reports and make recommendations pre college summit
March 6	Wednesday	**SPRING STUDENT LANDMARK**
March 18 - 22	Monday – Friday	**FACULTY PEER REVIEW**
March 19	Tuesday	**FACULTY SENATE MEETING**
		K1-Christian Life College

APRIL 2019

April 1 - 5	Monday - Friday	**SPRING BREAK**
April 8 - 12	Monday - Friday	**ALL DEPARTMENTAL MEETINGS**
		Monthly mandatory individual department meetings – all departments
April 9	Tuesday	**ANNUAL STUDENT AWARD RECIPIENT ELECTION**
		Ministerial Excellence, Daryl Rash Missions, Olive Haney, and Clyde J. Haney Awards
April 11	Thursday	**STUDENT BODY AND SENATE ELECTIONS**
April 15 - 26	Multiple day	**FACULTY AND STAFF PROFESSIONAL GROWTH REVIEWS AND EVALUATIONS**
April 13	Saturday	**EXECUTIVE COMMITTEE REVIEW OF ANNUAL PLAN**
		Spring Semester
April 16	Tuesday	**FACULTY SENATE MEETING**
		K1-Christian Life College
April 22 - 26	Monday - Friday	**SPRING COURSE EVALUATIONS**
		Student and Peer Reviews
April 30	Tuesday	**FACULTY AND STAFF MEETING K1 1:00 – 3:00 PM**
		K1-Christian Life College

MAY 2019

May 6 - 11	Monday - Saturday	**BLACKOUT DATE – FACULTY AND STAFF**
		Time off unavailable to all College Faculty and Staff
May 7 - 10	Tuesday - Friday	**END OF FALL SEMESTER**
		Signature Assignments and Final Exams

2018-2019 STRATEGIC ANNUAL PLAN

May 9	Thursday	ALUMNI NEWSLETTER DISTRIBUTION
		Summer 2019 Edition
May 10	Friday	SPRING BOARD MEETING
May 10	Friday	END OF YEAR BANQUET
		Presentation of annual student awards and recognition of Distinguished Alumnus
May 11	Saturday	COMMENCEMENT CEREMONY
		Christian Life Center Auditorium
May 17	Friday	DORMS CLOSE FOR THE SUMMER
		All Students vacate the campus housing
May 13 - 23	Multiple Days	BLACKOUT DATE – FACULTY AND STAFF
		Time off unavailable to all College Faculty and Staff
May 13 - 17	Monday - Friday	ALL DEPARTMENTAL MEETINGS (SUMMIT PREPARATION DEPARTMENT MEETINGS)
		Monthly mandatory individual department meetings – all departments
May 17	Friday	GRADES, GRADEBOOKS AND ATTENDANCE FINALIZED
		Submit all finalized grades, gradebooks and attendance sheets to the Registrar
May 21 - 23	Tuesday - Thursday	COLLEGE SUMMIT
		Formulation of upcoming college year Annual Plan
May 25	Saturday	SUMMER OF SERVICE TOURS BEGIN
		Eight to Ten week duration.

JUNE 2019

June 3 - 28	All Business Days	EXECUTIVE COMMITTEE AP REVIEW
		Final version submitted to the Board of Directors for informal approval, (by July 1)

JULY 2019

July 1 - 15	All Business Days	UPDATE OF ALL JOB DESCRIPTIONS FOR FACULTY AND STAFF POSITIONS
July 15	Monday	SCHOLARSHIP RECIPIENT SELECTION
		For school year 2019-2020

AUGUST 2019

August 1	Thursday	BEGINNING OF COLLEGE YEAR
		Current Year College Annual Plan (AP) Implemented
August 4	Sunday	COLLEGE ENROLLMENT SUNDAY
		Emphasis and Enrollment for CLC church family
August 8 - 23	Multiple days	BLACKOUT DATES – FACULTY AND STAFF
		Time off unavailable to all College Faculty and Staff
August 9	Friday	FACULTY ORIENTATION AND FALL PROFESSIONAL DEVELOPMENT WORKSHOP
		Inclusive of all College Faculty and Staff
August 12 - 13	Monday - Tuesday	STUDENT SENATE RETREAT
		Annual planning for school year
August 14 - 16	Wednesday - Friday	ADMISSIONS CHECK-IN AND ASSESSMENT TESTING
		Freshman Orientation, Returning Student Orientation and Financial Consultation
August 14 - 20	Multiple days	WELCOME WEEK
		Cafeteria and Dorms open. Welcome activities & Barbeque hosted by Student Senate.
August 19 - 20	Monday - Tuesday	FALL SEMESTER BEGINS
		Admissions, Registration, Housing and Returning Student Orientation
August 21	Wednesday	CLASSES BEGIN
August 28	Wednesday	INSTITUTIONAL REPORT DUE
August 29	Thursday	FACULTY SENATE SEATING
		Seating of Faculty Senate and Election of Faculty Senate Chair (by Sept 1)

Summary of 2018-2019 BLACKOUT DATES:			
August 2018	10th – 24th	January 2019	2nd – 11th
October 2018	6th	January 2019	29th – February 1st
November 2018	4th – 7th	February 2019	27th – March 4th
December 2018	11th – 14th	May 2019	6th – 11th
		May 2019	13th – 23rd
		August 2019	8th – 23rd

Summary of 2018-2019 Monthly Departmental Meetings:			
September 2018	4th – 7th	January 2019	7th – 11th
October 2018	8th – 12th	February 2019	4th – 8th
November 2018	5th – 9th	March 2019	4th – 8th
December 2018	3rd – 7th	April 2019	8th – 12th
		May 2019	13th – 17th

FROM THE PRESIDENT

The famed British writer and theologian, G.K. Chesterton (1874-1936), offered some profound insight into the manner in which things can digress through inattention.

> If you leave a thing alone, you leave it to a torrent of change. If you leave a white post alone it will soon be a black post. If you particularly want it to be white you must be always painting it again; that is, you must always be having a revolution. Briefly, if you want the old white post you must have a new white post.

Christian Life College stands at the precipice of a great future. With accreditation within reach, we have collectively come together to raise the educational, administrative, and operational levels of our school to new heights. Accordingly, these accomplishments give us much to celebrate and herald, for CLC is truly is an Apostolic college that embraces the ideals of professionalism and excellence.
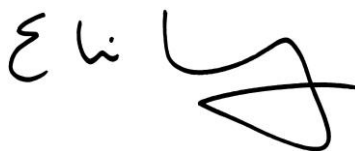
However, there is a singular white post that we dare not ignore in the midst of all of this change. Our heritage has been built on a commitment to sound doctrine combined with an intense passion for spirituality. With this admixture, CLC has raised generations of men and women who have been trailblazers in church planting, evangelism, foreign missions, organizational leadership, and the hands-on work found in the local church setting. At CLC we don't just produce graduates, we produce kingdom-minded servants; we produce effective spiritual leaders; we produce world-changers.

In our pursuit of educational excellence, we must not neglect to care for the white post of our heritage, for this is what separates CLC from all other colleges and universities. Yet, it is a truism that we cannot long survive on yesterday's commitments and sacrifices. We must build our own altars and pray our own prayers in our day and time. We must embrace the challenges of today and pay the price to be truly Apostolic in the face of all opposition and distractions. In safeguarding the old white post, we must essentially plant a new white post.

I am filled with wonder and excitement that God would allow me to be a part of this great story. I hope you share these sentiments as well, for it is a most noble and enduring endeavor in which we are engaged. However, our true success will not be achieving accreditation and the attendant honor that it affords. Our true success will be in our resolve to be the CLC of old while we walk boldly into this brave new world of higher education.

As we embark on another school year that will be filled with blessings and great spiritual victories, I am filled with the confidence that it is our Lord Jesus who is guiding our steps in His will. Without him we would surely fail, but with our "God all things are possible" (Matt. 19:26). Let's enjoy the journey, let's give it our very best effort, and may the white post of our heritage remain strong and true.

Respectfully,

Christian Life College
2018-2019 Annual Plan

Having been first established as an institution of higher education in 1949, Christian Life College is a school with a rich history. The core facets of the College have been centered upon a Christ-centered approach to learning, with the Bible standing as the foundation of truth. Dynamic spiritual experiences and authentic expressions of worship and devotion have been hallmarks of our heritage. As the College continues its growth and development, these will remain at the heart of the identity of CLC.

It is the desire of the faculty and staff, who have collaborated on the formation of this plan, to continue to see CLC as a place where spiritual formation takes place within the structured setting of an institution of higher education. As it is acknowledged that God is the only One who changes hearts and transforms lives, the faculty and staff welcome His presence into all facets of the school, including the classroom.

In unity, and with the express hope of making Christian Life College an even better institution of learning, the faculty and staff present the 2018-2019 College Annual Plan.

Mission and Vision

The mission of Christian Life College is to equip learners for a life of commitment to Christ, biblical fidelity, educational excellence, and lasting service to the kingdom of God.

Fulfillment of the mission will be accomplished by:

1. Commitment to Christ as demonstrated by:
   - Belief in and devotion to the Lord Jesus Christ
   - The pursuit of Christian character in word and deed

2. Biblical Fidelity as demonstrated by:
   - Commitment to the Bible as the inerrant word of God and final authority of faith and practice
   - A hermeneutic that is consistent with Oneness Pentecostal theology

3. Educational Excellence as demonstrated by:
   - Competency in oral and written communication, information literacy, quantitative reasoning, and critical thinking in the context of a Christian worldview
   - Pursuit of truth within the highest standards of academic rigor
   - Personal inquiry and lifelong learning

4. Lasting Service to the Kingdom of God as demonstrated by:
   - An appreciation of and interaction with the global community
   - Preparation for engagement with diversity of expression and cultures
   - Service and leadership in the local church

SECTION I
ACADEMIC PROGRAMS

BIBLE AND THEOLOGY PROGRAM

CHRISTIAN LIFE COLLEGE
Est. 1949

PROGRAM CHAIR: **MICAH JOHNSON**

COMMITTEE:

Micah Johnson	Eli Lopez	Morgan Ellis	JS Sable	Andrew Puentes

MISSION STATEMENT: The Bible and Theology program exists to empower students for a life of committed service to the kingdom of God, by equipping them with effective skills for leadership in the church and the global community. This is based upon a sound understanding of Biblical principles and Oneness Pentecostal Theology.

ASSUMPTIONS
- Assumption 1:   We could grow the BT degree online
- Assumption 2:   Students will continue to use our library resources (databases) to enhance their educational experience
- Assumption 3:   Students will be motivated toward academic success through scholarship opportunities

BIBLE AND THEOLOGY PROGRAM SWOT ANALYSIS		
S	Strengths	• Good marketing materials • BT is a popular program and serves as the largest drawing department at the college • Excelling in communicating tenets of Oneness Pentecostal Theology • Students are sufficiently prepared for immediate ministry placement and/or continued education • Committed, united, and qualified faculty • Well-defined programs • Students are enthusiastic about our programs
W	Weaknesses	• Need more training in languages • Insufficient instruction in hermeneutical principles • Lack of well-defined options, tracks, emphasis, and curriculum continuity • Need increased scholarly works in the library • Student success metrics need more development
O	Opportunities	• Fully develop the BT degree online • Expand our library resources (databases) • Promote academic success through scholarships
T	Threats	• Accreditation requirements could invite distractions • The limited number of qualified faculty could constrain the growth of the department • Current teaching load is conducive to burn out • The lack of gainful employment opportunities for THS graduates

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1:   STUDENT EXPANSION

Current Strengths: BT is a popular program, and serves as the largest pulling department at the college
We have a well-defined program

Current Weakness: We are lacking training in languages, sufficient instruction in hermeneutical principles, well-defined options, tracks, emphasis, curriculum continuity, and an adequate number of scholarly works in the library

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Know why students are choosing the BT program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Assess how each student chooses the BT program as their discipline	8/1/18	Micah Johnson	Data Analysis	Survey

STUDENT EXPANSION – AREA 1
OBJECTIVE 2:   Increase retention rate and increase persistence

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Set a benchmark for our grad/retention rates	9/15/18	Micah	Annual Assessment	Program Review
1.2.2	Gather data on student persistence	12/1/18	Micah	Data Analysis	Survey

SEP GOAL #2:   FINANCIAL SUSTAINABILITY

Current Strengths: We have student who are excited about our program

Current Weakness: The number of qualified faculty could limit the growth of the department
Current teaching load is conducive to burn out

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Increase the overall population of college by increasing the marketing

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Strengthen marketing materials	12/1/18	Micah	Annual Review	Report

SEP GOAL #3:   DEGREE PROGRAM IMPROVEMENTS

Current Strengths: BT is popular program and serves as the largest pulling department at the college

Current Weakness: We are lacking training in languages, sufficient instruction in hermeneutical principles, well-defined options, tracks, emphasis, curriculum continuity, and an adequate number of scholarly works in the library

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   Expand the offerings of the BT program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Add three concentrations in 2018	8/1/18	Micah Johnson	Annual Assessment	Faculty Review

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 2:   Make the change to the Hermeneutics Course

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.2.1	Add practical hermeneutics course	8/1/18	Josh Abrego	Annual Assessment	Faculty Review

SEP GOAL #4:   FACULTY DEVELOPMENT

Current Strengths: We have committed faculty, unity, and qualifications
Current Weakness: The limit of qualified faculty could limit the growth of the department. Current teaching load is conducive to burnout

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 1:   Maintain a better understanding of faculty roles and responsibilities

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Encourage faculty to join societies	12/1/18	Micah	Annual Assessment	Faculty Review
4.1.2	Better understanding of Assessment protocols and the PLOs	8/15/18	Micah	Instruction	Test

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 2:   Continuing education

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.2.1	Faculty are to complete the graduate programs in which they are enrolled	1/1/2020	Micah	Annual Assessment	Chair Review

BUSINESS DEGREE PROGRAM

CHRISTIAN
LIFE COLLEGE

Est. 1949

PROGRAM CHAIR: **WILLIAM RIDDELL**

COMMITTEE:

William Riddell	Tamara Fitzpatrick	Michael Muniz	Chris Stevens	Brett Little
James Langston	Ken Fitzpatrick			

MISSION STATEMENT: The Business Administration Program exists to train individuals who wish to acquire a professional discipline within the context of a Christian lifestyle, offering a broad and integrated approach to business administration and leadership, engaging in the social, legal, and economic dimensions of business. The program strives to produce highly qualified individuals who will have lasting service to the kingdom of God within their respective business communities.

ASSUMPTIONS

- Assumption 1:   The program meets a market segment of students who wish to have a business degree in a Christian college atmosphere
- Assumption 2:   Many business classes benefit both theology and general ministry students as well

BUSINESS PROGRAM SWOT ANALYSIS		
S	Strengths	• The sole business degree program offered by the UPCI colleges • High quality staff (all masters) and experience in business
W	Weaknesses	• Still in infancy stages and also unknown by most of the organization
O	Opportunities	• Provides an important inroad to influence the business and Apostolic community with Oneness foundational perspectives in alignment with the college's mission and vision
T	Threats	• Budget and costs associated with a startup program • Secular and business colleges provide degrees, which compete with CLC

2018-2019 STRATEGIC ANNUAL PLAN

SEP Goal #1:   STUDENT EXPANSION

Current Strengths: Business Department has the potential to increase student population
Current Weakness: Business Department needs additional promotional efforts

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Increase Student Population and Retention

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Increase unique promotional materials	June 2018 / March 2019	Riddell	Observation log	Excel
1.1.2	Increase web-site information and create a video with select staff members	Ongoing	Riddell	Observation log and review of other college business program web presence	Excel
1.1.3	Improve student retention Review student evaluations Meet with students in focus group twice a year (Oct 15 and Mar 15) More student interaction and projects with outside companies	Dec 2018, October 15 March 15	Riddell	Observations and interview log	Sonis / Focus Study group

SEP Goal #2:   FINANCIAL SUSTAINABILITY

Current Strengths: Increased student population potential increases potential for income
Current Weakness:

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Increase student population

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Increase student population in program to 10 students	September 2018	Program Faculty	Sonis report	Sonis
2.1.2	Offer online workshop(s) for pastors or stakeholders during summer	Dec 2018	Mike Muniz	Observation log	Excel

SEP Goal #3:   DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Degree is valuable contribution to overall college mission and vision
Current Weakness: Program is in its infancy

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   Develop new concentrations

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Develop new concentrations for Leadership and Church Administration	Aug 2018	Faculty Committee	Design course and syllabus for Curriculum committee	Meeting minutes
3.1.2	Design and provide seminars that address specific business training out of expertise of guest speakers	Ongoing	Faculty Committee	Design course and syllabus for Curriculum committee	Meeting minutes

SEP GOAL #4: FACULTY DEVELOPMENT

Current Strengths: Faculty have business expertise as well as required degrees
Current Weakness:

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 1:   Provide faculty assessment training

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Faculty training needed in general assessment methods	Ongoing	Assessment Department	In-house training and feedback from assessment department	IR Reports

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: Business department provides opportunities to provide ongoing training
Current Weakness:

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1:   Develop online programs for continuing education

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Provide alumni with seminars in specialized areas of training (non-profit, legal, accounting)	Ongoing	Faculty Committee	Survey	Google forms

CLC ONLINE DEPARTMENT

CHRISTIAN
LIFE COLLEGE
Est. 1949

DEPARTMENT DIRECTOR: **JASMIN JOHNSON**

COMMITTEE:

Jasmin Johnson	Laird Sillimon	Micah Johnson	Jennifer Llamas	

MISSION STATEMENT: The Online School exists to provide students with the opportunity to take and complete CLC courses outside of the campus setting. The Distance Learning Department is to provide a clear pathway for students to complete their studies in their respective programs with the goal of achieving program requirement completion and graduation.

ASSUMPTIONS
- Assumption 1: Given the current popularity of online learning, courses will continue to be an appealing option to prospective students who cannot move to Stockton or attend college full-time
- Assumption 2: The number of students taking online courses in the next year will continue to increase as more classes become available

	CLC ONLINE DEPARTMENT SWOT ANALYSIS	
S	Strengths	• Good marketing materials • Given the current popularity of online learning, courses will continue to be an appealing option to prospective students who cannot move to Stockton or attend college full-time • The number of students taking online courses in the next year will continue to increase as more classes become available.
W	Weaknesses	• We are not approved to offer all classes online • Students cannot finish degrees online • Limited faculty understanding of WASC guidelines as they relate to on-line programs and courses • Past students have not felt connected with the college because of lack of faculty engagement • Lack of Faculty understanding of on-line processes and procedures
O	Opportunities	• We could grow all degrees online • WASC has given us an avenue to expand our online offering through the substantive change policy
T	Threats	• Delayed accommodation of the online demand opportunity

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: New on-line Learning Management System (LMS) Canvas
                       Courses have been created in Canvas
                       Consistent faculty communication with on-line students
Current Weakness: Limited faculty understanding of WASC guidelines as they relate to on-line programs and courses
                       Past students have not felt connected with the college because of lack of faculty engagement
                       Lack of Faculty understanding of on-line processes and procedures

STUDENT EXPANSION – AREA 1
OBJECTIVE 1: Expand CLC online to offer additional course options

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Work with instructors and program chairs to determine which courses are best suited for online offering	Fall 2018-2019	Jasmin Johnson	Program Review	Meeting minutes with faculty and program chairs

STUDENT EXPANSION – AREA 1
OBJECTIVE 2: Expand CLC online to offer fully online degree programs (AA and BA)

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Create/strengthen marketing for online program	Fall 2018-2019	Jasmin Johnson	–Enrollment trends –Online marketing program assessment	Program Review

STUDENT EXPANSION – AREA 1
OBJECTIVE 3: Work with multiple departments to promote online offerings

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Work with multiple departments to promote online offerings	Fall 2018-2019	Jasmin Johnson	Program Review	Staff Survey/ Meeting Minutes
1.3.2	Create an internal calendar of administrative due dates for necessary tasks. This calendar will be integrated with the College Master Calendar	Fall 2018-2019	Jasmin Johnson	Staff Evaluation	

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: We have good marketing materials. Given the current popularity of online learning, courses will continue to be an appealing option to prospective students who cannot move to Stockton or attend college full-time. The number of students taking online courses in the next year will continue to increase as more classes become available
Current Weakness: We are not approved to offer all classes online. Students cannot finish degrees online

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1: Work with multiple departments to promote online offerings

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Expand the student self-assessment to evaluate skills and readiness to be successful in an online course	Fall 2018-2019	Jasmin Johnson	Program Review	Excel Spreadsheet will show scores from Self-assessment

2.1.2	Mirror the financial structure of the CLC online student with the off-campus	Fall 2018-2019	Jasmin Johnson	Program Review	Self Study

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: In the process of completing our WASC Distance Education Application for approval to offer degree programs online. Additional online courses are already created on Canvas

Current Weakness: We are not approved to offer all classes online. Students cannot finish degrees online until we get approved by WASC. Limited faculty understanding of WASC guidelines as they relate to on-line programs and courses. Past students have not felt connected with the college because of lack of faculty engagement

Lack of Faculty understanding of on-line processes and procedures

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 1: Improve existing online courses to Canvas

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Provide faculty training for those faculty that teach online courses	Fall 2018-2019	Jasmin Johnson	Program Review	Meeting Minutes

GENERAL EDUCATION PROGRAM

PROGRAM CHAIR: **TAMARA FITZPATRICK**

COMMITTEE:

Israel Rodriguez	Tara Fontanoza	Lynn Richardson	Michael Muniz	Dale Delp
Tina Royer	Vani Marshall	Ken Fitzpatrick		

MISSION STATEMENT: The General Education Program of Christian Life College seeks to foster students who demonstrate the necessary skills to be an informed, productive consumer in the 21st century with the ultimate goal of understanding that all education is interconnected in all aspects of a faith-based life: personal, civic, professional, and Christian service.

ASSUMPTIONS
- Assumption 1:   General Education is necessary to produce informed and productive consumers
- Assumption 2:   All education is interconnected in all aspects of a faith-based life
- Assumption 3:   Students desire relevant, interesting, and life enhancing courses

GENERAL EDUCATION PROGRAM SWOT ANALYSIS		
S	Strengths	• Everyone with the exception of one faculty is teaching within their discipline • Skills taught in the General Education program are applicable to all programs at the college • Faculty are up to date with current trends in their respective disciplines and higher education in general
W	Weaknesses	• Limited catalog for GE courses • Need expanded offerings in scientific inquiry and quantitative analysis (e.g., math and science)
O	Opportunities	• Variety of faculty in the Pentecostal movement to recruit for faculty • Transferability of GE to other higher education institutions
T	Threats	• Community Colleges in regards to accessibility and cost for GE units • Current transferability to other accredited colleges or universities

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #3:   DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Offer courses that help prepare students to become informed and productive consumers in the 21st century
Current Weakness: Too few courses that address Quantitative Analysis, and Scientific Inquiry

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   Increase quality and quantity of General Education courses and hire qualified faculty to teach these courses

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Identify and create new courses in Quantitative Analysis	Ongoing	T Fitzpatrick Associated faculty	Creation of course with corresponding supporting material	Syllabi
3.1.2	Identify and create new courses in Scientific Inquiry	Ongoing	T Fitzpatrick Associated Faculty	Creation of course with corresponding supporting material	Syllabi
3.1.3	Identify and recruit new faculty	Ongoing	T Fitzpatrick	Hiring of new faculty	Faculty in classroom teaching

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 2:   Structure General Education courses to ease transfer to other institutions

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.2.1	Evaluate current course roster offerings. Identify which courses can be merged and increased to 3-units	May 2018	T Fitzpatrick All faculty within their discipline	Evaluation Report	Report
3.2.2	Research transfer institutions to identify comparable courses	January 2019	All faculty within their discipline	Evaluation Report with supporting documentation	Report
3.2.3	(Re)Design CLC course offerings to align with other colleges and universities offerings to ease transfer of courses	May 2019	All faculty within their discipline	Creation of course with corresponding supporting material	Syllabi

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 3:   Ensure that General Education courses are taken in the correct sequence to improve retention of students

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.3.1	Update the pre-requisites for courses that require course completion of another course prior to enrolling	May 2018	All faculty within their discipline	Evaluation Report	Report
3.3.2	Update course descriptions in the Academic Catalog	May 2018	All faculty within their discipline	New course descriptions	Report

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 4:   Ensure that course structure and assessment tools support student learning

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.4.1	Determine optimum and maximum student to teacher ratios	May 2018	All faculty within their discipline	Increased student retention, cohesive classroom experience and interaction between student & instructor	Grade reports, course and peer evaluations

3.4.2	Review and update PLOs as needed	Ongoing	All faculty within their discipline	PLOs are updated	Discussion in program meetings
3.4.3	Create a Faculty Depth Chart	May 2018	T. Fitzpatrick	Create a chart indicating alternative instructors	Chart
3.4.4	Review courses to ensure course assessments/assignments align with the correct level of development (i.e., introducing, developing, and mastering)	February 2019	T. Fitzpatrick I. Rodriguez in conjunction with GE faculty	Assessments and assignments will align with the level of development where mapped	Syllabi-Lesson Plan

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SEP GOAL #4: FACULTY DEVELOPMENT

Current Strengths: Majority of faculty have advanced degrees and teach within their discipline
Current Weakness: Need for more robust professional development plan

FACULTY DEVELOPMENT – AREA 4
OBJECTIVE 1: Attend continuing education within discipline

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Research and attend available continuing education within each faculty's discipline	Ongoing	All faculty	Attend conference or complete continuing education courses	Certificate or Registration Document
4.1.2	A faculty person to enroll in a Faculty Preparation Certificate program	August 2018 to May 2019	All Faculty	Complete program	Certificate

FACULTY DEVELOPMENT – AREA 4
OBJECTIVE 2: Send faculty to an education related conference

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.2.1	Identify conferences related to teaching pedagogy, assessment, or faculty discipline	Ongoing	All faculty	Educational conference announcement	Circulate conference information to all faculty
4.2.2	Attend a conference related to teaching pedagogy, assessment, or faculty discipline	As offered	All faculty	Attend conference	Registration report on what was learned that would improve faculty instruction & assessment.

FACULTY DEVELOPMENT – AREA 4
OBJECTIVE 3: Support Professional Development efforts offered at CLC

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.3.1	Attend Professional Development opportunities offered by CLC	October 2018 February 2019	All Faculty	Attend professional development workshop	Sign-in sheet Pre/Post Test
4.3.2	Offer suggestions of workshops the faculty would like to attend	Ongoing	All Faculty	Suggestions	Memo to Professional Development Chair
4.3.3	Suggest workshops that faculty would like to teach	Ongoing	Interested faculty person	Written description of course the faculty person would like to teach	Memo to Professional Development chair

GENERAL MINISTRY PROGRAM

CHRISTIAN
LIFE COLLEGE
Est. 1949

PROGRAM CHAIR:　　**ELI LOPEZ**

COMMITTEE:

Joshua Abrego	Richard Bishop	Kevin Daneil	Morgan Ellis	Ken Fitzpatrick
Tamara Fitpatrick	Kim Haney	Jasmin Johnson	Regina Lopez	Melissa Meeks
Melissa Meeks	Tim Miller	Michael Muniz	Lynn Richardson	William Riddell
Josh Rivas				

MISSION STATEMENT:　The purpose of the General Ministry program is to equip students for lasting service to the kingdom of God by offering an inter-disciplinary selection of ministry and theological studies. As such, this program will:
- Teach learners to develop the nature, character, and purpose of Christ in their lives and ministry.
- Equip learners to develop in spiritual formation as a foundational point of life.
- Encourage learners to establish lives that reflect biblical fidelity and adherence to biblical teachings.
- Provide broad training opportunities for learners who will enter into ministerial service or leadership.
- Promote positive community development through lifetime ministry.

ASSUMPTIONS
- Assumption 1:　Students will pursue development in a biblical world view that combines biblical theology with practical theology
- Assumption 2:　Students will continue to desire spiritual formation for the purpose of rising to the challenge of the needs of evolving ministerial ministry
- Assumption 3:　Students expect to learn skills for their ministry goals

	GENERAL MINISTRY PROGRAM SWOT ANALYSIS	
S	Strengths	• Largest and most attractive major • Very flexible • Diversity of ministry expression • Increasing number of GM faculty pursuing higher education • GM faculty possess many years of ministry experience • GM faculty currently active in ministry in their areas of instruction
W	Weaknesses	• Lacks influence of a seasoned missionary • Several faculty have not completed their Master's degrees • Limited connection with clubs and programs as General Ministry Program related projects
O	Opportunities	• Christian Life Center offers multiple avenues of ministry engagement • The ability to add concentrations to prepare students for modern ministry expression
T	Threats	• The erosion of the Spirit-filled ministry culture of the college as we continue to grow and develop as an institution of higher education • The current number of qualified faculty could limit the growth of the department • Current teaching load and other duties of GM faculty members is conducive to burn-out and/or inability to staff this department

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: The program is the largest and most attractive major. It is also the most flexible, offering several concentrations in practical ministry

Current Weakness: The program needs the influence of a seasoned missionary

STUDENT EXPANSION – AREA 1

OBJECTIVE 1: Continue to involve the General Ministry Department in practical student ministry and ministerial associations

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Involve students in ministry opportunities in the local church setting	1st & 2nd Semester	Richard Bishop	Data Analysis	End of Year Student Campus Climate Survey
1.1.2	Develop expeditions on the missions field	Biennial	Richard Bishop	Student submissions detailing their involvement with Missions trips	Student Ministry Reports

STUDENT EXPANSION – AREA 1

OBJECTIVE 2: Increase student interaction with seasoned missionaries to instruct in the area of missional ministry expression

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Invite traveling missionaries to be guest lecturers	Annually	Richard Bishop	Guest Lecturer Log Review	Guest Lecturer Log

STUDENT EXPANSION – AREA 1

OBJECTIVE 3: Increase the number of concentrations in areas of practical and pertinent ministries to make the program to be more attractive

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Identify and formulate learning outcomes and courses to facilitate the creation and implementation of new concentrations (Leadership, Worship, Women's, Children's, and Youth Ministries, Preaching, etc.)	Annually	Eli Lopez and pertinent faculty	Inclusion of Course in Academic Catalogue	Approved and adopted by the faculty and admin

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: The General Ministry has the largest student population of all the academic departments

Current Weakness: The General Ministry Department lacks an appropriate measure of the financial impact of the program upon the school

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 1: Increase the overall student population of the college by increasing the enrollment in the General Ministry program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Increase focused marketing for the General Ministry program by promoting the concentrations, faculty qualifications, and the heritage of ministry at CLC	Annually	Josh Rivas	Review	CLC website, social media, and promotional material

2.1.2	Capitalize on the opportunity of the symposium to promote the quality of the students of the General Ministry program	April 2019	Eli Lopez	Attendance report and review	Attendance, college website, and social media

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Largest program degree that is applicable to many areas of general ministry
Current Weakness: Lack of clear pathways for ministry involvement

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   Facilitate opportunities for students to further strengthen their learning in real-world ministry and mentoring settings

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Support the Mentorship Program by faculty engagement as mentors	1st & 2nd Semester	Faculty	Attendance for all mentorship meetings	Roster of Student Participation
3.1.2	Involve students in ministry opportunities in the local church setting	1st & 2nd Semester	Richard Bishop	Data Analysis	End of Year Student Campus Climate Survey

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 2:   Support and strengthen the General Ministry program's learning outcomes by measuring student growth at specific points and at the culmination of their academic career

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.2.1	Implement capstone assignments program-wide, including specific assignments for concentrations	May 2019	Program Chair and Assistant Chairs	Review of student submissions	Capstone Project
3.2.2	Begin initial steps for a comprehensive program review	August 2018-May 2019	Eli Lopez	Program Review	Signature Assignments

SEP GOAL #4: FACULTY DEVELOPMENT

Current Strengths: The faculty of the General Ministry comes with many years of experience in his or her field of service. The number of faculty pursuing higher education in the area of ministry and leadership continues to increase
Current Weakness: A few faculty members are still pursuing master's level degrees in ministry but have yet to complete the program

FACULTY DEVELOPMENT – AREA 4
OBJECTIVE 1:   Continued professional development

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Have faculty attend pertinent conferences, training seminars, and symposiums, etc.	Continual	GM Faculty	Self-reporting	Roster of faculty participation
4.1.2	Require all non-qualified faculty earn a graduate degree	Continual	GM Faculty	Compliance with BSV as reported in biennial review	Transcript
4.1.3	Encourage qualified faculty to pursue terminal degrees in appropriate fields of study	Continual	GM Faculty	Self-reporting of enrollment	Enrollment verification

SEP Goal #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: We have generations of alumni
Current Weakness: We don't have a strong bridge between the department and alumni

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1:   Strengthen the relationship between alumni and the department

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	TOOL
5.1.1	Have a General Ministry faculty member contribute an article to the quarterly alumni newsletter	Quarterly	Program Chair and Assistant Chairs	Publication	Written Article
5.1.2	Have General Ministry alumni contribute an article/report to the quarterly alumni newsletter	Quarterly	Liaise with Alumni Department	Publication	Written Article
5.1.3	Invite General Ministry alumni to be guest lecturers	Annually	General Ministry Faculty	Guest Lecturer Log Review	Guest Lecturer Log
5.1.4	Conduct live interviews with alumni who are currently involved in ministry activity	Continually as available	General Ministry Faculty	Interview log	Electronically

GENERAL MINISTRY – MEDIA CONCENTRATION

CHRISTIAN LIFE COLLEGE
Est. 1949

CONCENTRATION ASSISTANT CHAIR: **JOSH RIVAS**

COMMITTEE:

William Riddell	Eli Lopez	Angela Bardot		

MISSION STATEMENT: The Media and Communications concentration tract equips and trains students in the practical application of media production for professional and ministerial purposes, as well as to provide them with a foundation in the theoretical understanding of communication and mass media within a Christian worldview.

ASSUMPTIONS
- Assumption 1:   Students will pursue development in a biblical worldview that combines biblical theology and communications with practical media ministry
- Assumption 2:   Students will continue to desire spiritual formation for the purpose rising to the challenge of the needs of evolving media ministry
- Assumption 3:   Students expect to learn skills for their ministry goals

		GM-MEDIA CONCENTRATION SWOT ANALYSIS
S	Strengths	• Faculty who are experienced and knowledgeable in their fields • Consistent hands-on media opportunities for the students to be engaged
W	Weaknesses	• Faculty engagement with the students can be improved • Not enough equipment for training the students (i.e. computer lab with editing software)
O	Opportunities	• Large Oneness Apostolic group of young people growing up in a technology-heavy world • Technology and media expression are rapidly expanding, and they can greatly benefit the church
T	Threats	• CLC's status as being "ahead of the curve" in the UPCI with technology and media will be lost without significant equipment upgrades • A lack of creative challenges in student projects and activities will drive students to other programs

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: The concentration offers a variety of weekly media involvement for the students
Current Weakness: There is not the active recruiting of students to the media concentration program

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Increase the total number of media concentration students to at least five students in the program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Develop marketing material to highlight the concentration (promo video, website student highlights, social media highlights)	Throughout the year	Marketing Director	Evaluate the media promotions two times each semester	Checklist

STUDENT EXPANSION – AREA 1
OBJECTIVE 2:   Evaluate student's spiritual formation and growth within the media concentration program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Schedule mentoring sessions (e.g. coffee, lunch, and/or off campus meetings)	Throughout the school year, once a month	Media Concentration Faculty	Faculty meeting	Observation

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: Our marketing pieces are optimal at the most efficient pricing as possible
Current Weakness: There is a lack of media concentration promotions

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Promote the media concentration more effectively through improved marketing focus

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Develop marketing material to highlight the concentration (promo video, website student highlights, social media highlights)	Throughout the year	Marketing Director	Evaluate the media promotions two times each semester	Checklist

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Faculty are experienced and knowledgeable in their fields
Current Weakness: There is a lack of meaningful student and faculty engagement

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   Develop media internship course for each semester to keep the students active in media production

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Develop media internships to keep to the students actively involved with media every semester	1st & 2nd Semester	Media Concentration Faculty	Evaluate the media program map	Observation

SEP GOAL #4: FACULTY DEVELOPMENT

Current Strengths: Faculty are experienced and knowledgeable in their fields
Current Weakness: Presently, not all media faculty have MA degrees in their areas of instruction

FACULTY DEVELOPMENT – AREA 4
OBJECTIVE 1: Continued education of faculty

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Continue to pursue MA degrees in Media & Communications	Throughout the year	Media Concentration Faculty	Self-reporting	Observation

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: CLC Media degree alumni are actively involved in local church ministry
Current Weakness: There has been a lack of effective communication with all CLC alumni about the need to develop media ministry leaders

ALUMNI RELATIONS AND SUPPORT – AREA 5
OBJECTIVE 1: Increase all CLC alumni awareness of the media concentration and its importance to modern churches

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Article in the alumni newsletter about a CLC Media degree alumni	Throughout the year	Marketing Director	Publication	Written Article

GENERAL MINISTRY – MUSIC CONCENTRATION

CONCENTRATION ASSISTANT CHAIR: **KENNETH FITZPATRICK**

COMMITTEE:

Melissa Meeks	Kevin Daniel	Tamara Fitzpatrick		

MISSION STATEMENT: The CLC Music Ministry emphasis trains students to play skillfully on their instrument, sing on pitch with persuasive interpretation, lead congregations in worship, teach vocal parts to vocal groups, work effectively with pastoral and other ministry staff in a local church.

ASSUMPTIONS
- Assumption 1: Music Ministry is an integral part of the church and highly trained, skilled Christ-centered leaders
- Assumption 2: CLC students desire to attain knowledge, skills and abilities from CLC for use in Music Ministry
- Assumption 3: A large number of potential students exist in the targeted Apostolic-based audience

GM-MUSIC CONCENTRATION SWOT ANALYSIS		
S	Strengths	• Smaller program concentration size lends to individual focus • Excellent sound, keyboard, and musical equipment • Tremendous number of opportunities for student ministry, both at CLC and externally • Variety of opportunities to develop newly learned musical skills
W	Weaknesses	• Not enough musical equipment for larger class sizes • Additional room is needed for concentration to expand • High attrition of students due to rigor of music curriculum • Need faculty with Masters and Doctorate degrees in Music from WASC accredited institutions
O	Opportunities	• New Worship concentration may retain students in musical centered curriculum at CLC • Piano lab expansion and additional musical instruments will allow increased student count • Expand, market and promote student-produced original music
T	Threats	• Music programs at other album producing Bible Colleges

2018-2019 STRATEGIC ANNUAL PLAN ⸻

SEP GOAL #1:	STUDENT EXPANSION

Current Strengths: The College, with Christian Life Center, historically has national recognition for its Music program
Current Weakness: Geographic location is a disadvantage for many students

STUDENT EXPANSION – AREA 1

OBJECTIVE 1:   Increase CLC music program visibility nationwide

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Produce yearly recording project	Spring 2019	KF/KD	Music sales	Music sales
1.1.2	Use best student-written compositions on recording	Spring 2019	KF/KD	Evaluate student songs	Listening, quality of doctrinal compliance, musical structure
1.1.3	Encourage participation in the recording project for the entire CLC student body during Fall 2018 registration	Fall 2018	KF/KD/MM/JS	Enrollment in college choir	Enrollment in college choir

STUDENT EXPANSION – AREA 1

OBJECTIVE 2:   Establish music program advisor(s)/coach(es) who are the primary contact for prospective

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Select music faculty and others who will be academic advisors	Fall 2018	KF/ MM /KD/JS	Survey students about enrollment experience	Student survey
1.2.2	Write enrollment guide; create video on enrollment *In progress*	Fall 2018	KF/ MM/KD/JS	Survey students about helpfulness of enrollment guide	Student survey

STUDENT EXPANSION – AREA 1

OBJECTIVE 3:   Develop existing Music Emphasis program by expanding and improving on-campus facilities (technology, equipment) to increase existing student engagement and participation in music program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Upgrade instruments in practice rooms	Fall 2018	KF/MM/KD/JS	Student satisfaction	Student survey
1.3.2	Purchase additional computers equipped with music software for student use	Fall 2018	KF/MM/KD/JS	Student satisfaction	Student survey
1.3.3	Load existing Sibelius and Cakewalk Home Studio onto existing computers	Fall 2018	KF/KD/JS	Student satisfaction	Student survey

STUDENT EXPANSION – AREA 1

OBJECTIVE 4:   Establish on-line presence for Music Emphasis program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.4.1	Offer on-line piano lessons and music course that contribute to degree fulfillment *-Partially completed-in progress*	Spring 2019	KF/MM	Student enrollment	Student enrollment

2018-2019 STRATEGIC ANNUAL PLAN ───────────

STUDENT EXPANSION – AREA 1

OBJECTIVE 5: Improve overall musical and media understanding and skills of ALL CLC students for use in future

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.5.1	Develop basic voice course for all CLC students *-Course is developed, need students to enroll.* *-Need support from college leadership for this to occur* *-Change course to a GE course*	Fall 2018	Kenneth/Tamara Fitzpatrick	Voice Course established	Voice Course established
1.5.2	Develop basic media/technology/sound/music course for all CLC students *-Change course to a GE course.* *-Course outline is created, need to finish course development and send through curriculum/add to student requirements.* *-Need support from college leadership for this to occur*	Fall 2018	KF/KD	Basic Media Course established	Basic Media Course established

SEP GOAL #2:	**FINANCIAL SUSTAINABILITY**

Current Strengths: Established CLC college program with a long history of talented and successful program graduates
Many successful recording projects produced

Current Weakness: Program is currently limited to a Music Emphasis; lack of accredited faculty (MM level or higher)

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 1: Produce an annual recording project that represents the musical program of the college, can be sold through summer tours and on the Internet

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	College music recording project *-A project was recorded in Spring 2018* *-Produce and market songs on the web*	Spring 2018	KF/KD/JS	Recording project	Recording project
2.1.2	Purchase recording card for new sound mixer at West Lane for use to produce recording *-Card has been purchased/installed and used in the Spring 2018 recording project*	Fall 2018	KF/KD/JS	Card purchased	Recording project

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 2: Limit the musical exposure of SOS groups which represent the music program of the college
Too many musically inexperienced students are poorly representing the college

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Do not allow ANY music presentations from CLC during the SOS summer tours that have not been vetted by the music faculty *Vetting of music groups has been resolved for the Summer 2018 tour*	Immediately	Kevin Daniel	Evaluation of touring musical groups	Mentoring, listening to groups

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 3:   Increase revenue to college music program through recording project

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.3.1	College music recording project	Spring 2018	KF/KD	Recording project	Recording project

SEP GOAL #3:   DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Knowledgeable faculty in Pentecostal music
Current Weakness: Lack of accreditation/exposure, which limits student interest/enrollment
                        Lack of degreed faculty at Masters Level

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 1:   All music faculties degreed at Masters level or higher

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Existing faculty obtain MM level degree or higher	On-going	All faculty	Increased student enrollment	Degreed faculty

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 2:   Expand on-line music course offerings

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.2.1	Expand on-line musical program offering (piano lessons, Music Fundamentals) *-In progress*	Fall 2019	KF/MM	Increased enrollment in music courses	Course rosters

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 3:   Improve the quality of music students entering the CLC music program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.3.1	Establish Music emphasis entrance exam to assess entering students *-Exam is created.* *-Two-part exam (musicianship and theory) will be implemented in Fall 2018.*	Fall 2018	KF/MM/KD	Entrance Exam	Entrance exam

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 4:   Expand on-line course offerings

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.4.1	Revise music emphasis to add elective course in piano pedagogy to equip students with job skills (teaching piano lessons) to earn a living in music *-Need to reinstate piano pedagogy* *-Curriculum action is needed*	Spring 2019	Melissa Meeks	Survey future graduates	Survey

SEP GOAL #4:   FACULTY DEVELOPMENT

Current Strengths: Current music faculty possess extensive knowledge of Pentecostal church music; Possess extensive years of musical experience, teaching, leading choirs, tour groups. Are skilled musicians who can perform at an advanced music level

Current Weakness: Current music faculty lack Masters level or higher degrees

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 1:   All current faculty obtain MM level degrees

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Encourage faculty to continue to progress toward music degree program completion.	Ongoing	All music faculty	Degree completion	Degree completion

SEP GOAL #5:   ALUMNI RELATIONS AND SUPPORT

Current Strengths: CLC music program has significant number of graduates involved in music ministry throughout the world
Program recognition UPCI CLC endorsement
Geographically positioned to serve primarily the western United States

Current Weakness: CLC experiences strong competition from other college music programs
Lack of music program accreditation
Lack of sufficient numbers of Masters-level degreed instructors

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1:   Increase Alumni connection to CLC on a yearly basis through active participation in Landmark services

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Do a mass choir at Landmark for Friday night for alumni who continue to embrace the doctrine -Need LM leadership team approval/buy-in for this to occur	Spring 2019	KF/MM/KD	Participation in mass choir	Participation in mass choir
5.1.2	Create CLC alumni music group (new songs, parts, technologies, etc.) forum/newsgroup -Ready to implement	Spring 2019	KF/MM/KD	Enrollment in alumni music group	Participation in alumni music group

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 2:   Create on-line endorsements of music program with quotes from music graduates

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.2.1	Record video interviews, testimonials from prior CLC music program graduates -Planned video recording - -Summer/Fall 2018 for availability in Spring 2019	Spring 2018	KF/MM/ KD Media department	Increased music student enrollment	Videos

SECTION II
ADMINISTRATION DEPARTMENTS

ACADEMIC ADVISING

SENIOR ADVISOR: **ISRAEL RODRIGUEZ**

COMMITTEE:

Jenny Llamas	Joshua Shalapsik	Myhchail Haney	Tamara Fitzpatrick	Jasmin Johnson

MISSION STATEMENT: The mission of advising is to collaborate with students and provide academic advising to assist students in making informed educational plans based on their individual abilities, educational, and personal life goals. Advisors strive to assist students in becoming self-directed learners and decision-makers

ASSUMPTIONS
- Assumption 1:   Students will continue to need support from academic advising
- Assumption 2:   The student body will continue to grow; therefore there will be an increased demand for academic advising
- Assumption 3:   Academic Advising will play a role in increased retention rates

ACADEMIC ADVISING SWOT ANALYSIS		
S	Strengths	• Developed a graduation support plan for students • Accessible to students on campus and electronically • Working knowledge of the CLC campus and services
W	Weaknesses	• Need better communication with admissions to begin contact with enrolled students prior to being on campus. • Better training and communication on curriculum from the academic department • Professional development especially in counseling and advising • Need additional advisors for a better ratio of student to advisor
O	Opportunities	• Workshops and training for advising • Graduation audits being done by advisors
T	Threats	• Lack of student confidence in advising services and personnel

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1:	STUDENT EXPANSION

Current Strengths: Developed a handbook for sustainable service to students
Current Weakness:

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Understanding that student retention plays a vital role in student expansion, students who use academic advising services will return each semester until degree completion

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Continued focus on communication with students in portfolios	Ongoing	Israel	Communication log	Excel spreadsheet
1.1.2	Follow up with returning students (First and Second Semester Students)	July 2018 (for Fall Semester) & November (for Spring Semester)	Israel	Communication log	Excel Spreadsheet
1.1.3	Ongoing support for students with low academic performance	Sept 20; March 20	Joshua Shalapsik	AEWR Reports	Word and Excel

STUDENT EXPANSION – AREA 1
OBJECTIVE 2:   Extensive support for first year, first time students

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Cohort, program based registration	Registration period (August 2018, January 2019)	Israel	Sonis	Sonis Report

STUDENT EXPANSION – AREA 1
OBJECTIVE 3:   Given that the College's graduation rate is correlated directly to student retention, students who use Academic Advising unit will have an increased graduation rate by maintaining awareness of degree requirements

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Interviews with students upon acceptance	July	Israel	Academic Profile	Word document

ADMINISTRATIVE SERVICES

CHRISTIAN LIFE COLLEGE
Est. 1949

DEPARTMENT DIRECTOR: **LAIRD SILLIMON**

COMMITTEE:

Jeanetta Bishop	Sandra Riddell	Joanne Gresham	Raquel Rodriguez	Jennifer Llamas
Mychail Haney				

MISSION STATEMENT: To provide support to all operating departments, assist in the day-to-day operations by providing coordination and cooperation between department functions.

ASSUMPTIONS

- Assumption 1: The administration will develop and disseminate information necessary to implement, support and advance the strategies, initiatives, operation, and mission of the college. Such communications will be open and transparent and will require active participation by all employees
- Assumption 2: The administration will research, acquire, and utilize appropriate technologies, policies, and procedures to support and advance the operation and mission of the college
- Assumption 3: Prospective students, parents, of current students, pastors and other stakeholders need administrative services and communication support

ADMINISTRATIVE SERVICES SWOT ANALYSIS		
S	Strengths	• Implementation of new and updated operations management of documents, systems, and policy procedures • Strong administrative personnel and support
W	Weaknesses	• Limited communication and collaboration between departments • Limited expense report and cost analysis
O	Opportunities	• Hub for access and communication with stakeholders • Multiple suppliers for cost effective purchasing
T	Threats	• Limited database of alumni and stakeholders • Limited resources for administrative upgrades

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: Hours of operation are optimal
                       Administrative staff is committed to meeting the needs of current and prospective students

Current Weakness: Although improved, there is a need for continued training on Sonis and continued collaboration
                       between Recruitment, Admissions, and the front office efforts to support student growth

STUDENT EXPANSION – AREA 1
OBJECTIVE 1: Clearly identify basic information needs of prospective students when inquiries take place

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Provide complete information packets and talking points to be located at front office work stations	As updates dictate.	Laird Sillimon Joanne Gresham Jeanetta Bishop	Administrative Call log	Log: helpful, or more information needed.

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: Multiple suppliers for cost effective purchasing
Current Weakness: Limited data regarding office expenses

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1: Achieve operational effectiveness

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Promote strategic and responsible stewardship of resources	Monthly	Laird Sillimon Jeanetta Bishop Sandra Riddell	Expense Database maintenance and comparison	Excel

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: Front office is the access point to the college
Current Weakness: Limited Alumni database

ALUMNI RELATIONS AND SUPPORT – AREA 5
OBJECTIVE 1: Increase support of Alumni Database

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Verify Alumni/Stakeholders contact information and share Alumni current event details via incoming calls.	Ongoing, year around.	Jeanetta Bishop	Quantitative analysis of calls and additions to Alumni Database	Phone Log

ADMISSIONS DEPARTMENT

DEPARTMENT DIRECTOR: **LAIRD SILLIMON**

COMMITTEE:

Joanne Gresham	Raquel Rodriguez	Josh Abrego	Jasmin Johnson	William Riddell
Jennifer Llamas				

MISSION STATEMENT: Our mission is to recruit, admit, and enroll students who are suitable candidates for Christian Life College. We aim to achieve annual enrollment goals by focusing on the individual student by setting the tone for the unique experience awaiting our prospective and returning students as they strive to achieve the mission and vision of our institution.

ASSUMPTIONS

- Assumption 1:   Oneness movement will continue to grow and send students to CLC, increasing student population
- Assumption 2:   The impact of CLC's candidacy status will directly influence and increase student enrollment
- Assumption 3:   New young prospective students will continue to seek Christian education and credentials in order to pursue ministry and business career opportunities
- Assumption 4:   Admissions will continue to receive feeder students from the Recruitment Department, improving enrollment statistics

ADMISSIONS DEPARTMENT SWOT ANALYSIS		
S	Strengths	• Accreditation candidacy status attracts students • Well-defined entrance standards provide clear pathways for admission into the program. Future students understand exact requirements that CLC demands of new students • The dates for application submission do not require the applicant to plan a year in advance • Strong team work within the admissions department
W	Weaknesses	• Student application management software system is limited • Limited number of National and international students • Minimum requirements for admission need strengthening
O	Opportunities	• Diversity of students • Welcome week for integration of new students • Expansion of academic degree program offerings will draw more enrollees.
T	Threats	• Retention rates as a result of economics in the local area • Failure of applicants in meeting admissions criteria requirements • CLC rests geographically outside the largest pool of prospective applicants in the country • Lack of financial aid for new students

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1:   STUDENT EXPANSION

Current Strengths: Current rate of admissions has been steady over the past four years; Admissions enjoys a consistent relationship with students as they progress from active recruitment status to active enrollment status

Current Weakness: Admissions rate has not seen an increase likely resulting from the economic environment. Retention rates continue to be lower than desirable

STUDENT EXPANSION – AREA 1

OBJECTIVE 1:   Expand our reach to prospective students by increased engagement with Recruitment

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Continual collection of prospective student data	Annual assessment on May 1st and quarterly assessments thereafter	Laird Sillimon Joanne Gresham	Measure the population increase and decrease of prospective students entering and leaving the admissions funnel	Excel Spreadsheet
1.1.2	Admissions consultant establish communication with prospective students who have expressed intent to enroll	Weekly throughout the year	Laird Sillimon Joanne Gresham Raquel Rodriguez	Annual assessment of the enrollment rate of prospects with various continuing communication tools	Google docs Call Log

STUDENT EXPANSION – AREA 1

OBJECTIVE 2:   Establish better student relations

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Offer assistance to the students to support the academic early warning system	Mid-Fall Semester and Mid-Spring Semester	Laird Sillimon Israel Rodriguez	Phone interview based on recommendations of who received early warnings	Informal Report
1.2.2	Offer assistance to students regarding social or financial concerns	Monthly, throughout the year	Laird Sillimon Josh Abrego Richard Bishop	Phone interview based on recommendations from mentoring leaders, financial services, and student life departments	Informal Report

STUDENT EXPANSION – AREA 1

OBJECTIVE 3:   Improve the Sonis application and enrollment process

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Continue to investigate Sonis capabilities to enable a functional online application process, as well as CRM (Customer Relations Management) functionality features	Ongoing throughout the year	Laird Sillimon Joanne Gresham Raquel Rodriguez	Measure incremental improvements in application processing time; Admissions Funnel and communications follow-up abilities	Written Report

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #2:   FINANCIAL SUSTAINABILITY

Current Strengths: Admissions is consistent in methods requiring payment of student tuition down payment
Current Weakness: Although we have improved in this area for 2017-2018, efforts must continue to strengthen the collection process prior to student arrival

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Process prospective student applications in a timely manner

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Early application review and approval, establishing a relationship with the Admissions Counselor and new students	Pre-Fall Semester Pre-Spring Semester	Laird Sillimon Joanne Gresham Jasmin Johnson	Measure enrollment success of early approval notifications vs. pending approval status	Excel Spreadsheet
2.1.2	Participate in contributing to financial sustainability by increasing student enrollment	Summer and Pre-Spring semester	Laird Sillimon Joanne Gresham Jasmin Johnson	Track new (drastically increased contact) prospective students through high volume calls scheduled weekly	Google docs Call Log

SEP GOAL #5:   ALUMNI RELATIONS AND SUPPORT

Current Strengths: Admissions currently works with Recruitment to support increased alumni database
Current Weakness: We lack intentional methods for obtaining legacy student leads for potential enrollment, which limits the integration of Alumni Relations involvement

ALUMNI RELATIONS AND SUPPORT – AREA 5
OBJECTIVE 1:   Build stronger collaboration with Alumni Relations in support of legacy student enrollment

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Continue to effectively disseminate student enrollment data to Alumni Relations department	End of Fall and Spring semesters	Laird Sillimon Joanne Gresham Jasmin Johnson Jennifer Llamas	Review and compare Alumni database with current and graduating student database, on Sonis	Excel Spreadsheet, Sonis Database, and Zoho
5.1.2	Collaborate with Alumni Relations obtaining data on children and grandchildren of College Alumni	Annually following Landmark Conference	Laird Sillimon Joanne Gresham Jasmin Johnson Jennifer Llamas	Review enrollment database and enrollment funnel to determine numbers of our legacy students	Excel Spreadsheet, Sonis Database, and Zoho

ALUMNI RELATIONS AND SUPPORT – AREA 5
OBJECTIVE 2:   Solicit admissions criteria recommendations from an appointed Alumni Advisory Committee

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.2.1	Establish an annual meeting with the Alumni Advisory Committee to review and contribute recommendations and suggestions regarding the admissions criteria and policies	Annually at General Conference	Laird Sillimon Ralph Gresham	Record and evaluate recommendations for implementation purposes, contributing to success rate	Meeting Minutes Records and Policy Manuals

ALUMNI RELATIONS DEPARTMENT

CHRISTIAN
LIFE COLLEGE
Est. 1949

DEPARTMENT DIRECTOR: **RALPH GRESHAM**

COMMITTEE:

Eli Lopez	James Langston	Morgan Ellis	Joanne Gresham	

Mission Statement: The mission of Alumni Relations is to maintain an open and meaningful dialogue with former students by assisting and supporting them in their post-collegiate lives and ministries. This will create a desire within the alumni community to share in and support the Mission and Vision of the College.

ASSUMPTIONS
- Assumption 1:   Alumni communication will continue to grow
- Assumption 2:   Alumni events and fundraising will increase
- Assumption 3:   Alumni database building will continue

		ALUMNI RELATIONS DEPARTMENT SWOT ANALYSIS
S	Strengths	• On-going data mining and database increases • Existing Scholarship program and alumni special projects, including donations • Continued data mining and database increase
W	Weaknesses	• Database completeness and lack of on-going communication • Need better structure of both alumni scholarship and special projects programs • Database weakness and lack of on-going communication
O	Opportunities	• Communication through newsletters • Alumni recognition awards • Increased Alumni Banquet events • Promotions on social media • Invite larger stakeholder presence at events/special ceremonies
T	Threats	• Unable to reach all CLC/WABC Alumnus • Limited supporting personnel • Limited Stakeholder support

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1:   STUDENT EXPANSION

Current Strengths: Ongoing data mining and database increases
Current Weakness: Database completeness and lack of on-going communication

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Promote student expansion from alumnus families and circle of influence

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Continued communication with Alumnus, supplying them with updated information that is beneficial to their circle of influence of potential students	Monthly, throughout the year	Ralph Gresham Joanne Gresham	Measure the number of students that were influenced to enroll by an Alumni member	Excel and Sonis

SEP GOAL #2:   FINANCIAL SUSTAINABILITY

Current Strengths: Existing Scholarship program and Alumni special projects, including donations
Current Weakness: Need better structure of both Alumni scholarship and special projects programs

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Capital Investment from Alumni

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Promote Alumni funded projects and future plans	Annually, in January	Ralph Gresham	Audit the donations from Alumni members per specific project	Sonis
2.1.2	Promote sponsorship of Scholarships from Alumni members	Monthly in newsletter	Ralph Gresham	Audit Scholarship sponsorship funding, annually	Sonis

SEP GOAL #5:   ALUMNI RELATIONS AND SUPPORT

Current Strengths: Continued data mining and database increase.
Current Weakness: Database weakness and lack of on-going communication.

ALUMNI RELATIONS AND SUPPORT – AREA 5
OBJECTIVE 1:   Database integrity and completeness

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Continue existing data collecting strategies and create new strategies, based on new technology avenues, to obtain an updated, complete database of all alumni	Weekly, throughout the year	Ralph Gresham	Measure each strategy response level. Keep a running database of where data mining is most beneficial and which are non-beneficial	Excel
5.1.2	Secure a database and communication management team	Annually	Alumni Committee	Review log of updated database entries	Excel

2018-2019 STRATEGIC ANNUAL PLAN

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 2:   Initiate and facilitate Alumni Events

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.2.1	Annual Winter and Fall Alumni banquet during Landmark and General Conferences to promote fellowship, provide a face-to-face vision of the college and provide an avenue for recognizing specifically selected Alumnus – presentation of award	Annually, in January and September	Banquet committee	Analyze the banquet attendance database	Excel database

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 3:   Enhance meaningful Alumni/College relationships and provide support to our Stakeholders

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.3.1	Initiate and manage geographical regions for Alumni connections and events. Nominate and determine Alumni regional leadership personnel One per region = Alumni Vice President	September	Alumni Committee College Board Executive Committee	Percentage of accepted invitations of total invitation numbers	Excel database
5.3.2	Prepare and distribute quarterly Alumni newsletter	January, April, July, October	Ralph Gresham	Review mailing address information in the Alumni database	Excel database

CAPITAL DEVELOPMENT DEPARTMENT

CHRISTIAN LIFE COLLEGE
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DEPARTMENT DIRECTOR: **ELI LOPEZ**

COMMITTEE:

Eli Lopez	William Riddell	Morgan Ellis	Ralph Gresham	

MISSION STATEMENT: The Capital Development Department exists to raise capital for the purposes of the fulfillment of the Mission and Vision of the College and for the progression and expansion of the College in the areas of facilities, staffing, academics, enrollment, and accreditation.

ASSUMPTIONS

- Assumption 1: The College needs to further develop additional funding sources besides tuition and fees
- Assumption 2: There will be on ongoing and increased need for institutional development (e.g. accreditation process), which will necessitate an increase in funding
- Assumption 3: Inflation will continue to affect the operational expenses of the college
- Assumption 4: In order to draw more students for the purpose of ministry training, it behooves the college to keep tuition and fees at a lower rate, which necessitates a need for increased funding sources
- Assumption 5: There will continue to be an increase in the involvement of alumni in the forward progress of the school
- Assumption 6: Donors will be more willing to give to a program that presents success rather than presenting perpetual needs

	CAPITAL DEVELOPMENT SWOT ANALYSIS	
S	Strengths	• The culture of CLC lends to loyalty among its constituents • The College has a vast domain of potential donors from over sixty years of alumni • We provide a philanthropic opportunity for the successful fulfillment and advancement of the Kingdom of God • We have capital to fund three full scholarships (Rash-2, AION-1) and a partial scholarship (Haney)
W	Weaknesses	• There is a lack of communication to current and prospective students about scholarship opportunities • There is a need to improve the process/procedure of awarding scholarship funds, primarily in finding these students • Constituents and potential donors don't always understand the significance of recent development at the college • There are limited contacts in our database to begin department implementation. • CLC lacks a culture of giving from its alumni
O	Opportunities	• There is a timely need to build a strong infrastructure with clearly defined roles • There is a timely need to build better fluidity in our processes • There is a need to implement hardware, software, and personnel to maximize of the effectiveness of our efforts • The alumni are a largely untapped market of donors
T	Threats	• The current level of duties of committee members limits the ability of the department to grow • The current level of duties of committee in this department may also be conducive to burn-out and long-term ineffectiveness

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: Funding of scholarships funds has been established and continues
Current Weakness: There is a lack of communication to current and prospective students about scholarship opportunities

STUDENT EXPANSION – AREA 1
OBJECTIVE 1: Strengthen funding and awarding of scholarships to foreign, underprivileged, and/or exceptional students

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Establish clear processes for awarding scholarship funds to current and prospective students	8/1/2018	Eli Lopez	Review of scholarships and funds awarded	Scholarship Award Report
1.1.2	Create stronger pathways for foreign students to access Daryl Rash Scholarship funds	8/1/2018 – 7/31/2019	Eli Lopez and Nathaniel Haney	Review of foreign students enrolled	Student Roster
1.1.3	Increase contributions to the Daryl Rash, Kenneth Haney, and AION scholarship funds	Continuously	Morgan Ellis	Review of contributions received	Contribution Report

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: The culture of CLC lends to loyalty among its constituents. The College has a vast domain of potential donors from over sixty years of alumni. We provide a philanthropic opportunity for the successful fulfillment and advancement of the Kingdom of God
Current Weakness: There is a lack of communication to current and prospective students about scholarship opportunities. There is a need to improve the process/procedure of awarding scholarship funds, primarily in finding these students. Constituents and potential donors don't always understand the significance of recent development at the college. There are limited contacts in our database to begin department implementation. CLC lacks a culture of giving from its alumni

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1: Develop and maintain diversified revenue streams to increase the financial capital of the college

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Strengthen current Stakeholder campaign drive by rolling out $5 million fundraising initiative	9/1/2018	Eli Lopez	Review of contributions received	Contribution Report
2.1.2	Keep current donors giving their pledged amounts	Continual	Eli Lopez	Review of contributions received	Contribution Report
2.1.3	Build relationships and solicit donations from local businesses	Continual	Committee	Review of contributions received	Contribution Report
2.1.4	Increase our efforts to reach out to Pastors that are friends to the ministry but did not attend the college	Continual	Committee	Review of contributions received	Contribution Report

2018-2019 STRATEGIC ANNUAL PLAN

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 2: Improve the organization and infrastructure of the department to long-term health and success of fundraising efforts

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Create an office of Campaign Development, including establishing a physical office space	8/1/20189	Eli Lopez	Review of Capital Development Department	Capital Development Staff and Committee Roster
2.2.2	Define the roles required for the long-term health and success of the department	8/1/2018	Eli Lopez	Review of Capital Development Department	Capital Development Staff and Committee Roster
2.2.3	Sufficiently staff the department to fulfill all the required duties of the department using both employees and volunteers	8/1/2018 – 7/31/-2019	Eli Lopez	Review of Capital Development Department	Capital Development Staff and Committee Roster

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 3: Establish a Capital Development Calendar to help organize department activity

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.3.1	Define the events and dates that require action (e.g. letters, notes, reminders, phone calls, promotion pitches, trips, etc.)	8/1/2018	Eli Lopez	Review of college calendar and giving plan	Capital Development Calendar

FINANCIAL SERVICES DEPARTMENT

CHRISTIAN LIFE COLLEGE
Est. 1949

DEPARTMENT DIRECTOR: **WILLIAM RIDDELL**

COMMITTEE:

William Riddell	Joshua Abrego	Sandra Riddell		

MISSION STATEMENT: The mission of the Financial Services is to provide students with access to financial tools necessary for students to successfully complete financial requirements as a student of CLC.

ASSUMPTIONS

- Assumption 1: Financial Services provides an important bridge in helping student achieve successful completion of their program
- Assumption 2: Students will continue to require financial advice and billing information
- Assumption 3: Financial services require constant attention to student needs to insure accuracy and relevancy in a continually changing economic environment

FINANCIAL SERVICES DEPARTMENT SWOT ANALYSIS	
S Strengths	• Financial environment is conducive to employment in the Stockton area with minimum wage increasing to $12 per hour in January 2019 • Software and hardware systems provide good resources
W Weaknesses	• The volume of students are challenging for the amount of staff we have available
O Opportunities	• Additional funding resources may be available due to Title IV funding
T Threats	• Increases in minimum wage and other economic factors may tighten job market

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION AND RETENTION

Current Strengths: Financial Services assists both income and returning students to successfully complete their program

Current Weakness: Students have poor or inadequate income

STUDENT EXPANSION – AREA 1

OBJECTIVE 1: Retain students through effective financial assistance

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Assist students in finding jobs	Aug-April	Josh Abrego	Observation / Surveys	Sonis / IR
1.1.2	Work to coordinate with Scholarship programs	Aug-April	Josh Abrego	Observation	Sonis/Excel
1.1.3	Friendly and helpful environment to assist students through financial services	Aug-April	Riddell	Observation / Surveys	Observation / Surveys

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: Financial Services contributes to the financial stability of the college by enforcing student payments

Current Weakness: Student resources

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 1: Collection of Funds

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Assist students in finding funding sources including jobs, loans or other financial resources	Aug-April	Josh Abrego	Observation	Observation
2.1.2	Maximize software capacities to increase student use of online payment system and information systems about their billing – go to Authorize.net credit card	Aug-April	Josh Abrego	Observation	Sonis
2.2.3	Enforce Payment plan by an increase of 10% collection over prior year	Aug-July	Josh Abrego	Observation	Sonis
2.2.4	Increase summer collection of former students by 10% over prior year	August	Josh Abrego	Observation	Sonis
2.2.5	Complete requirements for Title IV funding opportunities	December 2018	Abrego/Riddell	Observation	Observation

HUMAN RESOURCES DEPARTMENT

DEPARTMENT DIRECTOR:　　**JAMES LANGSTON**

COMMITTEE:

William Riddell	Connie Smith	Rhonda Lobosco		

MISSION STATEMENT:　　**Our vision** is to be a preferred employer and provider of innovative and results-oriented human resources services, policies, and systems.　**Our mission** supports the values, strategy, and mission of Christian Life College by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect.　We seek and provide solutions to workplace issues that support and optimize the operating principles of Christian Life College by establishing, administering, and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining compliance with employment and labor laws, and corporate directives. We offer quality service in a safe, friendly, and spiritual environment for our students and our employees.　**Our values** are guided by Christian principles of excellence, integrity, honesty, diversity, community, justice, service, leadership, discernment, and learning.

ASSUMPTIONS

- Assumption 1:　There is a changing HR regulation environment
- Assumption 2:　There is a need for the college to always be in HR compliance
- Assumption 3:　Employee relations equals customer relations
  An effective HR department will increase employee engagement, and therefore will contribute to ultimate internal and external customer satisfaction

HUMAN RESOURCES DEPARTMENT SWOT ANALYSIS		
S	Strengths	• Our organization's strengths are internal factors that enable HR strategy and functionality. HR strategy refers to long-term goals, such as building a top-tier workforce or becoming an employer of choice. HR functionality involves the operational side of HR, such as conducting open enrollment sessions for employees to select new health insurance coverage. Internal strengths for HR include <u>executive leadership who support and promote HR strategic development</u>. Another internal factor consists of <u>HR staff knowledge and expertise</u> because they are the employees ultimately responsible for carrying out tactical duties
W	Weaknesses	• Weaknesses are internal factors that pose challenges to the success of HR endeavors. Internally, <u>budget constraints</u> and cuts are conditions that HR often has to deal with, primarily because HR isn't a revenue-producing department. HR has to rely on sound justification to fund investments in HR activities
O	Opportunities	• One of the most significant external factors for HR is <u>the opportunity for workforce growth</u>, due to increased demand for the organization's products and services. More business translates into better raises or higher wages for current employees, along with growth for the surrounding community through the hiring of more workers. External factors also may present themselves as the organization's ability to land a highly successful rainmaker whose business development activities improve the organization's reputation or industry ranking
T	Threats	• Threats are external factors that negatively impact the organization and, ultimately the HR department. Other types of external threats include organizations – not necessarily in the same industry – that offer better working conditions, wages or benefits to their employees and, therefore, recruit the best-qualified workers. <u>HR departments can't always insulate themselves from all external factors because some are imminent</u>. However, HR can diminish the impact of external threats through conducting routine assessments of compensation structure, surveying employee opinion on working conditions, and strengthening the employer-employee relationship through showing HR as a strategic business partner that values human capital.

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: An established payroll system that uses 3rd party software
Current Weakness: Need for implementation and integration of the electronic Human Resource Information System (HRIS) and HR Learning Management Software

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1: Convert paper processes to more efficient electronic processes

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	HRIS Integration	09/2018	Langston	Observation	Notes
2.1.2	Electronic Timekeeping	09/2018	Riddell/Smith	Observation	Notes
2.1.3	Electronic Record Keeping	09/2018	Langston	Observation	Notes

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 2: Implement required training

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Activate Safe Colleges Training Software	06/2018	Langston	Observation	Notes
2.2.2	Title 9 Training	09/2018	Langston	Observation	Notes
2.2.3	Harassment Prevention Training	09/2018	Langston	Observation	Notes

INSTITUTIONAL RESEARCH AND EFFECTIVENESS

DEPARTMENT DIRECTOR: **KENNETH FITZPATRICK**

COMMITTEE:

Kenneth Fitzpatrick	Micah Johnson	Tamara Fitzpatrick		

MISSION STATEMENT: The mission of the Office of Institutional Research, is to facilitate institutional decision making by providing integrated analysis and research required by college decision makers dedicated to meeting the data, information, analytical, and planning needs of Christian Life College.

ASSUMPTIONS
- Assumption 1:   IR collaborates with the college departments to support them in the assessments process
- Assumption 2:   IR collects data which is used to help inform institutional decisions
- Assumption 3:   IR will become increasingly more important with institution accreditation

		INSTITUTIONAL RESEARCH AND EFFECTIVENESS SWOT ANALYSIS
S	Strengths	• Skill set of IR personnel; programming, analytics • Quality software accessible to mine existing data and obtain required new data
W	Weaknesses	• Relatively new department • Lack of experience producing IR reports • Lack of experience and familiarity with requirements for IR data • Financial resources for training
O	Opportunities	• Training available for IR personnel from various sources • Networking with IR staff from other colleges • Example data analytics and IR reports from other colleges • WASC seminars and resources
T	Threats	• Difficult and changing Federal and regional accreditation requirements

2018-2019 STRATEGIC ANNUAL PLAN ───────────────

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: IR has proficient software to support the data collection of IR
Current Weakness: IR lacks the personnel to produce documents in a timely manner

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Provide data set of various types to program chairs which can be used to guide efforts to expand the student body and retain existing students

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Collect Data on Students using Sonis. (Headcount, demographics, and programs)	September	Kenneth Fitzpatrick	Data Collection	Sonis and other pertinent software analysis
1.1.2	Partner with Recruitment on Xperience Projections/ Data	February	Kenneth Fitzpatrick	Data Collection	Survey Monkey and interview

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: IR has a designated office space
Current Weakness: IR is a new department, and must determine how to be support the college with regard to financial sustainability

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   IR will provide data and analysis to fully inform administration of our students' financial profiles

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Collect data on students' financial profiles	September/ March	Kenneth Fitzpatrick	Inquiry	Students Surveys Analysis
2.1.2	IR will begin to assess capital development to inform decision makers	February	Kenneth Fitzpatrick	List of outside sources of funding	Excel Data Analysis

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: IR has initiated an initial assessment of the Bible and Theology program
Current Weakness: Some data to help support Program Review has never been collected

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   IR will collect, provide, and analyze data to help departments perform program review

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Gather information on Student Signature Assignment	Semester	Kenneth Fitzpatrick	Signature Assignment template	Excel Sheet

SEP Goal #4: FACULTY DEVELOPMENT

Current Strengths: IR collects data that speaks to faculty: satisfaction, needs, scholarship activity
Current Weakness: This is the first year data was collected. There is no internal comparable data

FACULTY DEVELOPMENT – AREA 4
OBJECTIVE 1:   IR will continue to build its faculty profiles to help administration understand, support and implement faculty development

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Collect data on Faculty	April	Kenneth Fitzpatrick	Inquiry	Faculty Survey
4.1.2	IR Director will continue to learn more about IR responsibilities and duties	Fall/Spring	Kenneth Fitzpatrick	Attend CAIR Conference/AIR Conference	Collect, share use data that informed the position

SEP Goal #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: A portion of CLC Alumni was surveyed for the first time
Current Weakness: IR does not have much contact with Alumni at this point

ALUMNI RELATIONS AND SUPPORT – AREA 5
OBJECTIVE 1:   IR will partner with Alumni Relations to build a better college

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	IR will support efforts to understand Alumni post-graduation expectations and experiences	January	Kenneth Fitzpatrick	Inquiry	Alumni Banquet Survey and Alumni Mailer

INFORMATION TECHNOLOGY DEPARTMENT

CHRISTIAN LIFE COLLEGE
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DEPARTMENT DIRECTOR: **BRETT LITTLE**

COMMITTEE:

Laird Sillimon	William Riddell	JS Sable	Tim Miller	

MISSION STATEMENT: The mission of Christian Life College's Information Technology department is to provide the students and faculty with the technology they need to facilitate their Biblical education in our modern environment, and in many cases, anticipating their needs before they do.

ASSUMPTIONS

- Assumption 1: The goal of the department to maintain this efficiently with modern techniques and to operate as smoothly as possible

IT DEPARTMENT SWOT ANALYSIS		
S	Strengths	• As a group we are highly competent and experienced in a wide range of technology know how • There is an existing and working infrastructure in place
W	Weaknesses	• Members of the department wear multiple hats and have other responsibilities • Communication
O	Opportunities	• A well-run department will be able to solve problems extremely quickly and not have to improvise
T	Threats	• Reliance on Microsoft's free licenses causes potential problems since they arbitrarily took some back

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: Development has started
Current Weakness: Testing is needed

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Retain students by improving technology

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Develop a standard email system	Dec 15, 2018, May 31, 2019	JS Sable	Review Email reports and Beta testers at end of semesters	Beta Test Report
1.1.2	Develop a reliable and efficient tracking system for technology issues	May 31, 2019	Brett Little	Review Annual Report	Annual Report

STUDENT EXPANSION – AREA 1
OBJECTIVE 2:   Modernize technology to grow student base

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Upgrade WiFi system	May 31, 2019	Tim Miller	Annual WiFi Report	Dashboard

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: Financial resources are available
Current Weakness: Lack of time and availability

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Improve efficiency of department

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Develop a "Just in Time" Inventory System	May 31, 2019	Brett Little	Annual Database Report	Inventory Database

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 2:   Reduce costs

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Create Strategic Partnership directly with Lenovo to purchase PC's at discounts	May 31, 2019	Brett Little	Review Annual Purchases	Purchase Reports

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Teaching experience
Current Weakness: Implementation of new course

DEGREE PROGRAM IMPROVEMENTS – AREA 3
OBJECTIVE 1:   Develop a Technology Course for the Business Program

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Develop a Business and Technology course focusing on MS Office and eCommerce	May 31, 2019	Brett Little	Annual Syllabus review	Syllabus

SEP GOAL #4: **FACULTY DEVELOPMENT**

Current Strengths: Mentorship is available
Current Weakness: Lack of experience with changing technology

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 1:   Improve department technology skills

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Assist employees with on the job training	Dec 15, 2018, May 31 2019	Brett Little	Review Project for quality and deliverance	Project Assessment

LIBRARY RESOURCE CENTER

DEPARTMENT DIRECTOR: **Regina Lopez**

COMMITTEE:

Regina Lopez	Tara Fontanoza	Sherry Kinney	Michael Muniz	JS Sable
Josh Rivas				

MISSION STATEMENT: The mission of the Learning Resource Center is to provide academic support to the staff and students of Christian Life College through its four components-the library, the Reading & Writing Center, the tutoring services, and the computer lab. The purpose of the LRC library is to provide academic literary resources for research, reference, and study and to provide a suitable environment for students to study and complete coursework. The Reading and Writing Center's primary purpose is to provide academic help in reading and writing. Its aim is to guide students in reading comprehension and to give applicable feedback to students on all stages of the writing process for construction and correction. The tutoring services of the LRC exist to provide academic support in areas where students may need additional understanding and instructions concerning their course work. The LRC computer lab exists to provide computer and Internet access as well as printing services to campus students in their academic studies.

ASSUMPTIONS
- Assumption 1:   We anticipate an increase in participation in the Reading Writing Center
- Assumption 2:   We anticipate students will continue to take advantage of the Learning Resource services
- Assumption 3:   We anticipate the library will need to continue to strive to meet the standards of an institution of higher education

LIBRARY RESOURCE CENTER SWOT ANALYSIS		
S	Strengths	• Widely used • Hub for campus • Sufficient resources, textbooks, adequate space, tutoring times sufficient • Reliable internet access • Printing services
W	Weaknesses	• Need additional computers • Lack of communication with instructors to allow adequate tutoring schedules • Weak in intentional instructor promotion through assignment requirements
O	Opportunities	• To connect our at-risk students with the LRC services through the Student Success Program • Online submission of papers to the Reading Writing Center to provide feedback to students (juniors and seniors) for construction and correction
T	Threats	• Loss of resources (i.e. books stolen) • Outdated materials • No student e-mails for secure logins

2018-2019 STRATEGIC ANNUAL PLAN ─────────

SEP GOAL #1:	STUDENT EXPANSION

Current Strengths: We have an established Learning Resource Center with library resources, tutoring services, computer lab, and Reading and Writing Center
Current Weakness: We have limited space for expansion and limited availability of qualified tutors

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Promote use of the LRC services

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Promote LRC via the CLC website	Annually- August	Josh Rivas	Data collection	Website tracker to measure usage
1.1.2	Promotion at Orientation Day	August & January *Biannually	Tara Fontanoza	Redeemed ticket count	Tickets
1.1.3	Promotion by all faculty in syllabi and assignment requirements	Semesterly	Eli Lopez	Data analysis	Assignment Verification Forms

STUDENT EXPANSION – AREA 1
OBJECTIVE 2:   Expand tutoring services as demand increases

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Hire additional qualified tutors as needed	As needed (Review semesterly)	Tara Fontanoza	Assess availability of appointments via interview & sign-up sheet	Interview & sign-up sheet
1.2.2	Increase hours for tutoring services	As needed (Review semesterly)	Regina Lopez	Data Analysis	Survey
1.2.3	Pursue professional development opportunities (online videos and conferences) for LRC staff and tutors	Summer/Fall 2018	Regina Lopez & Tara Fontanoza	Data Analysis	Tutor interview

STUDENT EXPANSION – AREA 1
OBJECTIVE 3:   Renovate LRC restrooms

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Request support to renovate restrooms	June 2019	Regina Lopez	Financial feasibility	Cost estimate

SEP GOAL #2:	FINANCIAL SUSTAINABILITY

Current Strengths: LRC is housed in the Hogue Library and is a well-maintained facility
Current Weakness: No LRC lab fee is charged to students as part of tuition, and the LRC absorbs all student printing costs

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Increase revenue and reduce the loss of resources

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Track copy costs	As needed	Sherry Kinney	Information Tech Resources Fee	Print log
2.1.2	Book fines	Semesterly Dec. & May	Sherry Kinney	Assessed on student school bill	Checkout/return log

2018-2019 STRATEGIC ANNUAL PLAN

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 2: Assist students in their academic development and success to increase the retention rate of students

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Provide adequate areas for study	Semesterly	Sherry Kinney	Data analysis	Sign-In Log
2.2.2	Provide academic support in reading, writing, and tutoring	Semesterly	Tara Fontanoza	Data analysis	Consultation form
2.2.3	Provide academic resources such as: textbooks, computer lab, printing services, media room, and other reference materials	Continuously	Sherry Kinney	Data analysis	Cross Catalog System, Inventory, Request Log, and Sign-In Log
2.2.4	Implement Student Success Program	Fall 2018	Tara Fontanoza	Data analysis	Consultation form

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 3: Create income to support resource acquisition and facility maintenance

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.3.1	Assess LRC fee as part of tuition	Semesterly	Regina Lopez	Accounting records	Tuition Fee

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: The LRC has resources available to support most degree programs (all but Media and Communications)

Current Weakness: It has a limited number of resources to support the Media and Communications degree program and needs to grow in the limited suggested reading books

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 1: Provide adequate degree resources

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Purchase textbooks for all courses offered	Prior to each semester	Sherry Kinney	Inventory report	Cross Catalog System
3.1.2	Continue EBSCO online database subscription	Yearly	Tara Fontanoza	Report analysis	EBSCO site tracker

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 2: Support students through the use of the Learning Resource Center

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.2.1	Strengthen students' critical thinking and written communication within their discipline through the use of the Reading and Writing Center and Grammarly	Continuously	Tara Fontanoza	Data analysis (Excel report)	Consultation forms and Academic Support Log
3.2.2	Strengthen students' comprehension of course content through tutoring	Continuously	Paige Connary & Hannah Stratton	Data analysis (Excel report)	Consultation forms and Academic Support Log
3.2.3	Provide internet access for research and word processing applications in completing course assignments	Continuously	JS Sable	Preventative maintenance	Maintenance checklist

SEP GOAL #4: FACULTY DEVELOPMENT

Current Strengths: The Learning Resource Center has resources to support the faculty depth of knowledge in their discipline

Current Weakness: The LRC is weak in two areas: connecting faculty to the LRC services in their course construction and in faculty professional development and pedagogy resources

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 1:   Support faculty development in literature pertaining to curriculum design and pedagogy

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.1.1	Provide professional development literature to faculty as recommended by the Professional Development Committee	Continuous	Sherry Kinney	Data analysis	Instructor Survey, Cross Catalog System, and Faculty Check-Out Log

FACULTY DEVELOPMENT – AREA 4

OBJECTIVE 2:   Support faculty development in their depth of knowledge in their discipline and scholarly activity

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
4.2.1	Provide literary resources to support faculty development in research, scholarship, and creative activity	Continuous	IR Department	Data analysis	Survey

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: The LRC provides access to alumni memorabilia (yearbooks and thesis papers) and opportunities for alumni to support the college through LRC donations   .

Current Weakness: The LRC has limited contact with alumni

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1:   Create income through donors and alumni contributions

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Promote memorial giving in honor of alumni	Continuously in conjunction with all CLC promotions & recruitment	Eli Lopez & Regina Lopez	Promotions (Alumni newsletter, Website, *The Cross,* Landmark, NAYC, General Conference, Camp Meeting, etc.)	Accounting Records
5.1.2	Promote library resource donations as part of memorial giving	Continuously in conjunction with all CLC promotions & recruitment	Sherry Kinney	Promotions (Alumni newsletter, Website, *The Cross,* Landmark, NAYC, General Conference, Camp Meeting, etc.)	Accounting Records
5.1.3	Annual *Give A Book* Drive	Continuously in conjunction with all CLC promotions & recruitment	Sherry Kinney	Promotions (Alumni newsletter, Website, *The Cross,* Landmark, NAYC, General Conference, Camp Meeting, etc.)	Accounting Records

MARKETING DEPARTMENT

CHRISTIAN
LIFE COLLEGE
Est. 1949

DEPARTMENT DIRECTOR: **JOSH RIVAS**

COMMITTEE:

Joanne Gresham	Raquel Rodriguez	Laird Sillimon	Kevin Daniel	Josh Abrego
Morgan Ellis	Josh Hernandez			

MISSION STATEMENT: The Marketing and Media Design Department is responsible for all college-wide marketing including print, web, and video. The department develops and implements strategies to increase awareness of Christian Life College, help shape and enhance the College's image, and advance its objectives through integrated, strategic communications.

ASSUMPTIONS

- Assumption 1:   The target CLC market of Apostolic Pentecostal, High and Middle school students, CLC Alumni, and Pastors are substantial and continues to expand
- Assumption 2:   Effective marketing and outreach to these groups will increase CLC enrollment and CLC influence
- Assumption 3:   CLC stakeholders maintain a continued interest in the College

	MARKETING DEPARTMENT SWOT ANALYSIS	
S	Strengths	• Expenditures for marketing are frugal and very carefully evaluated • Consistent image of CLC Ministry branding • Cutting edge marketing pieces are created and distributed on a regular basis
W	Weaknesses	• Funds and Personnel • Response time slow due to multiple departmental needs • Communication with departments
O	Opportunities	• Large Apostolic marketing audience potential • International marketing audience relationships • Large Alumni audience • Multiple traveling groups distributing CLC marketing materials • Legacy student marketing
T	Threats	• Cutting edge technology equipment • Funding of high-end marketing items • Politically blocked venues

2018-2019 STRATEGIC ANNUAL PLAN ———

SEP Goal #1: STUDENT EXPANSION

Current Strengths: The college has a lasting heritage with thousands of alumni; currently, we are in pursuit of accreditation and expanding program offerings
Current Weakness: Funds and personnel

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Investigate and implement a CRM database

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Train and implement a database of CLC alumni and friends of CLC	Annually in January	Directors of Marketing and Recruitment	Review and compare multiple CRM programs	CRM functions on Sonis

STUDENT EXPANSION – AREA 1
OBJECTIVE 2:   Collaborate with departmental marketing liaisons

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Maintain collaboration with department marketing liaisons to obtain updated information to keep student information marketing pieces relevant	Throughout the year	Marketing Director and Department marketing liaisons	Maintain and review a database of update requests	Google doc response spreadsheet

STUDENT EXPANSION – AREA 1
OBJECTIVE 3:   Have an effective and innovative CLC website

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Maintain a monthly review of the college website and update with videos and testimonials	Monthly	Director of Marketing	Evaluate the website monthly	Checklist

SEP Goal #2: FINANCIAL SUSTAINABILITY

Current Strengths: The expenditures for marketing are frugal and very carefully evaluated; we have maintained a consistent image of CLC Ministry "branding". We have high quality technological equipment, modern marketing trends, and a good understanding of successful marketing requirements
Current Weakness: Response time is often slow due to staffing limitations and/or competing demands on staff

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Promote the college more effectively through an improved marketing focus

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Increase the college-wide awareness of marketing's importance to the success and growth of the college.	Throughout the year	Marketing Director	Review departmental use of marketing	Google doc response spreadsheet
2.1.2	Continue to research marketing opportunities to reach the Apostolic Assembly audience for this year's Youth Convention/Conference.	Fall	Directors of Marketing and Recruitment	Review a Log	Excel Spreadsheet

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 2: Promote CLC's financial model of student financing to prospective students and stakeholders

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Create a brochure that displays a student finance model that allows students to be debt-free when they graduate	Spring	CFO and Marketing Director	Measure the effectiveness of the finance model by reviewing the financial status of graduates	Report from Accounting

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 3: Effectively market CLC to historically weak CLC demographic areas

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.3.1	Collect venue opportunities to promote CLC through printed ads and video spots at all Apostolic based youth conventions and conferences	Annually in August	Directors of Marketing and Recruitment	Maintain and review a venue log (citing which were open to allowing promotion of CLC)	Spreadsheet

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: Cutting edge marketing pieces are created and distributed on a regular basis
Current Weakness: Degree programs video presence online

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 1: Promote college degree programs by highlighting video testimonials

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Producing video clips that focus on degree programs	Throughout the year	Marketing Director	Monitor website for video upload and changes	Observation

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: Production of marketing pieces for alumni
Current Weakness: Communication regarding Alumni Relations marketing needs

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1: Assist in alumni newsletters

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Review newsletter for editing purposes, branding accuracy, and printable design	Quarterly	Directors of Marketing and Alumni Relations	Review	Checklist
5.1.2	Marketing alumni news link on social media venues	Monthly	Directors of Marketing and Alumni Relations	Review	Checklist

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 2:   Create high-quality targeted marketing presentations and publications for alumni events

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.2.1	Working with the Alumni Department to create marketing pieces for alumni banquets and events	As needed	Directors of Marketing and Alumni Relations	Review	Observation and Log

RECRUITMENT AND RETENTION DEPARTMENT

CHRISTIAN
LIFE COLLEGE
Est. 1949

DEPARTMENT DIRECTOR: **JOANNE GRESHAM**

COMMITTEE:

Laird Sillimon	Raquel Rodriguez	Kevin Daniel	Josh Rivas	Josh Abrego
Jennifer Llamas	Jasmin Johnson	Mychail Haney	Josh Hernandez	William Riddell

Mission Statement: The mission of the Recruitment and Retention Department is to recruit prospective learners to make an informed decision to enroll at Christian Life College, and to equip enrolled learners to make an informed decision to complete their educational studies at Christian Life College.

ASSUMPTIONS

- Assumption 1:   We have a large number of potential students in our Apostolic based target group
- Assumption 2:   Our recruitment and promotion events are reaching our target groups
- Assumption 3:   There are interested learners that are desiring incentive opportunities

RECRUITMENT AND RETENTION DEPARTMENT SWOT ANALYSIS		
S	Strengths	- Successful in recruitment representation of 70% of the United States, annually, during the summer months - Recruitment exposure in the highest profile, largest attended, Apostolic based conferences throughout the United States, including some foreign countries - Recruitment materials are fresh, current, and cutting edge
W	Weaknesses	- Lack of prospective student information management system - Limited resources
O	Opportunities	- Recruitment exposure opportunities to our target audience is widely available - CLC is more advanced in the accreditation process status of all other colleges in our competition pool - Geographical climate advantage draws prospective students - Increased program concentrations offer new recruitment opportunities
T	Threats	- Recruiting from the same pool of target audience as 5 other Apostolic based colleges - Location on the west coast, somewhat isolates CLC from its target constituents, while our competition colleges are centrally located

2018-2019 STRATEGIC ANNUAL PLAN ————————————

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: Success is shown in increased enrollment applicant and prospective student contacts
Current Weakness: Managing and integrating online applicant information in a timely manner

STUDENT EXPANSION – AREA 1
OBJECTIVE 1: Attract prospective students and measure event success

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT MODE
1.1.1	Facilitate target audiences through review of existing and new focus recruitment event opportunities	Year around	Joanne Gresham Kenneth Fitzpatrick	Review "where student heard about CLC" data and determine which events are most effective	Fact Sheet Data *from new students at check in*
1.1.2	Initial Contact: Prospect, parents, and pastor connections made at recruitment events. Provide informational materials, discuss enrollment, share college status updates, and identify Legacy students	Per Event	Raquel Rodriguez	Collect prospect, parent, and pastor information on both hard copy cards and electronically	Excel database and Sonis
1.1.3	Targeted Follow up: Improve communication with prospective students. Prepare a FAQ sheet for distribution and implement phone and conversation log systems	Year around	Joanne Gresham Raquel Rodriguez	Review Phone Log and Conversation Log	Excel database and Google drive system

STUDENT EXPANSION – AREA 1
OBJECTIVE 2: Improve the conversion rate of prospective students into student applicants and ultimately enrollment

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT MODE
1.2.1	Provide timely instruction on the enrollment application process requirements and admissions criteria.	Special focus (April – June) (September – December)	Raquel Rodriguez	Analysis of conversion of prospective students to applicants, then to enrollment	Excel and Google drive system

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: The successful increase of enrolled students have contributed to financial sustainability
Current Weakness: Communicating and selling the financial obligation to prospective students and applicants

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1: Continued focus to communicate the advantages of our financial structure, scholarships, and certificates

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT MODE
2.1.1	Communicate the financial opportunity to be debt free upon graduation by following our financial payment plan	Special focus (April – June) (September – December)	Recruitment Committee	Analysis of student accounts at the end of each semester	Sonis
2.1.2	Promote scholarship and certificate opportunities	Year around	Recruitment Personnel	Review number of scholarship applicants and number of certificates credited	Excel

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: Strong collaboration with the Alumni Relations department
Current Weakness: Personnel providing student data to Alumni Relations department

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1:   Network with Alumni Relations data collection

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT MODE
5.1.1	Provide student and graduate information to Alumni staff	End of each semester	Recruitment Personnel	Alumni database growth	Excel and Sonis
5.1.2	Provide Legacy student information to Alumni staff	End of each semester	Recruitment Personnel	Legacy student integration into Alumni database	Excel and Sonis
5.1.3	Collect Alumni Pastor database and provide to Alumni staff	Annually in July	Recruitment Personnel	Alumni Pastor database integration into Alumni database	Excel and Google Drive system

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 2:   Service our Alumni Pastors with summer tours and mid-year events

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT MODE
5.2.1	Provide student ministry service in conjunction with recruitment events	Year around Special focus May – July	Recruitment Personnel and Student Body	Review event database inclusive of service schedules and pastoral survey data	Google Drive system
5.2.2	Target Alumni attendees at General Conference sharing college updates and collecting current alumni statuses and information via hard copy cards	Annually	Recruitment Personnel and Student Body	Review collection of new alumni personal information per event	Sonis and Excel

SECTION III
STUDENT SERVICES

BOOKSTORE AND GIFT SHOP

CHRISTIAN LIFE COLLEGE
Est. 1949

BOOKSTORE DIRECTOR: **ELI LOPEZ**

COMMITTEE:

William Riddell	Sandra Riddell	Sandy Ali	Karen Olivas	Josh Rivas
Sheyla Creel	Richard Bishop			

MISSION STATEMENT: The Christian Life College Bookstore and Gift Ship exists to serve the CLC community by providing pertinent resources for students, staff, faculty, ministries, and pastors, including books, class resources, Bibles, gifts, and clothing. The Bookstore and Gift Shop also serves as a place of community for the College by providing an environment suitable for interaction, reflection, and study.

ASSUMPTIONS

- Assumption 1:   The bookstore resources will continue to be in demand
- Assumption 2:   As enrollment increases, the bookstore will continue to need to stock sufficient resources for students
- Assumption 3:   Customers desire items that are specialized to our school including Bibles, apparel, and faculty study guides
- Assumption 4:   As the last remaining Christian bookstore in Stockton, the bookstore will see increased traffic from customers outside the CLC community
- Assumption 5:   The bookstore will continue to be a de-facto community center for the student body

	BOOKSTORE AND GIFT SHOP SWOT ANALYSIS	
S	Strengths	• The Bookstore and Gift Shop has become a gathering place for students to meet, study, and interact • It is the only Christian bookstore in Stockton • It offers a variety of Oneness Pentecostal specific resources
W	Weaknesses	• Insufficient staff to adequately cover all hours of operation • The bookstore needs a greater online presence
O	Opportunities	• Development of an online store • Expand inventory of perishable items as well as logo items • Advertise via social media
T	Threats	• Consumers in general are shifting to preferring online purchases

2018-2019 STRATEGIC ANNUAL PLAN

SEP Goal #1:   STUDENT EXPANSION

Current Strengths: The bookstore not only offers a variety of Oneness Pentecostal resources but is also a place of community, recreation, and study for the students

Current Weakness: There is insufficient staff to cover all hours of operation

STUDENT EXPANSION – AREA 1

OBJECTIVE 1:   Students in all our degree programs will find the required resources necessary to complete their programs

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Coordinate with the academic department to stock all current textbooks and course workbooks	August 2018 December 2018	Sandra Riddell	Required textbook list will be obtained one month prior to each semester	Required textbook list compiled by the academic dept.

STUDENT EXPANSION – AREA 1

OBJECTIVE 2:   Prospective students will use the bookstore as a hub for interacting and connecting with faculty, staff, and current students during Xperience and other recruiting ventures

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Coordinate with the Recruiting Dept. to set up events utilizing the bookstore during Welcome Week and Xperience	August 2018 February 2019	Sandy Ali Sandra Riddell	Monitor traffic during Welcome Week and Xperience	Square sales reports and manual counting
1.2.2	The bookstore will sponsor one Xperience student's registration fee	February 2019	Sandy Ali	Prospective student will be selected by submitting an essay	Bookstore committee to review essays and choose recipient

STUDENT EXPANSION – AREA 1

OBJECTIVE 3:   Students will be rewarded for academic success by receiving additional financial support to purchase resources and other items at the bookstore

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.3.1	Provide high academic achievers bookstore gift cards in recognition for their academic success: One $10 gift card for each sophomore, junior and senior with the highest GPA per semester	August 2018 January 2019	Eli Lopez	Student's GPA	Student's GPA from Academic Dept.

SEP GOAL #2: FINANCIAL SUSTAINABILITY

Current Strengths: The bookstore sales are continuing to increase
Current Weakness: Profit margin does not allow for hiring staff

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 1:   The profit margin of the bookstore improves the financial standing of the college since it is an essential and consistent income source beyond tuition and fees

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Develop the online bookstore to sell resources and College branded items	August 2018	Sandy Ali	Track online sales	Square sales reports, P&L reports
2.1.2	Develop a yearly schedule of promotions	June 2018	Karen Olivas	Track sales in relation to promotions	Square sales reports, P&L reports
2.1.3	Promote bookstore on KYCC	August 2018	Karen Olivas	Track sales	Square reports
2.1.4	Utilize Social Media to communicate promotions and special events	August 2018	Karen Olivas	Track sales and online responses	Square sales reports and social media responses
2.1.5	Offer Bible imprinting	August 2018	Karen Olivas	Track number of Bibles imprinted	Square sales reports
2.1.6	Expand merchandise by increasing variety of food and snack items	August 2018-May 2019	Sandra Riddell	Trial different items and gauge customer interest by sales	Square sales reports

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 2:   Improved retention of students indirectly impacts the financial sustainability of the school

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.2.1	Continue to enhance the bookstore ambiance to foster use of the bookstore by students for study and social interactions	August2018-May 2019	Sandy Ali Sandra Riddell	Track sales and traffic	Square reports and observation

FINANCIAL SUSTAINABILITY – AREA 2

OBJECTIVE 3:   Customers are able to purchase College branded items which is inherently a marketing function that benefits the college

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.3.1	Offer a variety of college branded item and capitalize on events such as Welcome Week and Xperience	August 2018 and February 2019	Sandy Ali Josh Rivas	Track sales of branded items	Square sales reports

SEP GOAL #3: DEGREE PROGRAM IMPROVEMENTS

Current Strengths: The bookstore stocks all required textbooks and course workbooks at competitive prices
Current Weakness: Textbooks and course material may not be readily available for students at all times

DEGREE PROGRAM IMPROVEMENTS – AREA 3

OBJECTIVE 1: Students will have a venue where materials are stocked that align with the student's course of studies

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
3.1.1	Continue to stock all required textbooks and course workbooks	August 2018-May 2019	Sandra Riddell	Textbooks will be ordered prior to each semester in accordance with the required textbook list obtained from the Academic Department	Required Textbook List
3.1.2	Stock supplemental resources including faculty recommendations	August 2018-May 2019	Sandra Riddell	Course syllabi Student and faculty recommendations	Student surveys

SEP GOAL #5: ALUMNI RELATIONS AND SUPPORT

Current Strengths: The bookstore carries resources that are beneficial to alumni
Current Weakness: Alumni may find a wider selection of merchandise from larger retail stores

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1: Alumni will find College branded items at the physical store and online store

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Stock the bookstore with College branded items that will appeal to alumni	August 2018	Josh Rivas	Track sales and requests from alumni	Customer response and Square sales
5.1.2	Promote the bookstore during Landmark via Alumni newsletter and social media	January 2019	Sandy Ali Karen Olivas	Track Landmark Sales	Square reports

2018-2019 STRATEGIC ANNUAL PLAN

CAREER SERVICES DEPARTMENT

CHRISTIAN
LIFE COLLEGE
Est. 1949

SERVICES COORDINATOR: **RICHARD BISHOP**

COMMITTEE:

Kevin Daniel	Mychail Haney	Joshua Abrego		

MISSION STATEMENT: The mission of career services is to help current students and recent graduates of Christian Life College fulfill their career goals, by providing resources, programs, and internship opportunities. We help assist students to make career decisions, connect with potential employers, and help them attain life goals.

ASSUMPTIONS
- Assumption 1:   Students will be exposed to resources for furthering their career
- Assumption 2:   Students desire a career in their field
- Assumption 3:   Pastors will be able to go online and post ministry opportunities for students to view

CAREER SERVICES SWOT ANALYSIS		
S	Strengths	• Students are available and equipped to for ministry involvement in the church career opportunities
W	Weaknesses	• Career Services online application is in the process of completion
O	Opportunities	• There is a great opportunity for CLC graduates to be involved in ministry in the global community
T	Threats	• Ministry opportunity afforded to students before their academic career is completed

SEP GOAL #5:   ALUMNI RELATIONS AND SUPPORT

Current Strengths: Students are equipped and available to help pastors fulfill ministry needs within the church
Current Weakness: We need to complete career services department application

ALUMNI RELATIONS AND SUPPORT – AREA 5

OBJECTIVE 1: To stay in communication with our Alumni for possible student ministry opportunities

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
5.1.1	Develop and maintain a list of ministry opportunities through letters and online pastor requests	1st & 2nd semester	Mychail Haney	Review Annually	Sonis Job Board
5.1.2	Help pastors field career opportunities through our degree programs	1st & 2nd semester	Richard Bishop Mychail Haney	Phone Call	Phone Log
5.1.3	Create a Career Job Fair and Workshop/Pastor's Day	2nd semester	Joshua Abrego/ Mychail Haney	Participation	Roster

2018-2019 STRATEGIC ANNUAL PLAN

FOOD SERVICE AND HOSPITALITY

CHRISTIAN LIFE COLLEGE
Est. 1949

SERVICES COORDINATOR: **RICHARD BISHOP**

COMMITTEE:

Ruth Antillon	Jeanetta Bishop	Laird Sillimon		

MISSION STATEMENT: Christian Life College dinning service is a team dedicated to providing quality food, excellent service and exceptional value while advancing the mission and goals of Christian Life College.

ASSUMPTIONS
- Assumption 1: All enrolled students will continue to look to the student center for a home dining experience
- Assumption 2: With an anticipated increase of enrolled students, food costs will increase each year

FOOD SERVICE AND HOSPITALITY SWOT ANALYSIS		
S	Strengths	• There has been an increase in the food service budget • More of a variety of foods being offered • Remodeled facilities
W	Weaknesses	• Not enough kitchen help, kitchen staff was decreased from five paid staff to two, however, expectations stayed the same • Sinks need to be repaired • Water Coolers need to be repaired or replaced • Hours of operation for working students • Vegetarian food choices • Need soup added to the salad bar daily
O	Opportunities	• Due to the budget increase there is a wider variety of meals that can be offered to the students
T	Threats	• There is a danger of on the job injuries due to the sinks needing repairs

2018-2019 STRATEGIC ANNUAL PLAN

SEP Goal #1: STUDENT EXPANSION

Current Strengths: Dedicated food service staff that are here to take care of nutritional needs of the students
Current Weakness: Kitchen facilities needs repairs and updates

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   Menu and meal times to be posted in student center and student mail room for student access

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Create menu board each Thursday with the weekly menu items. The menu board will be posted in student center and student mail room	Weekly	Ruth Antillon	Personal Review	Digital file of menus
1.1.2	Increase menu items	Weekly	Ruth Antillon	Personal Review	Menu Board
1.1.3	Encourage faculty/staff to sit with students at lunch	Weekly	Jeanetta Bishop	Create schedule for faculty/staff	Excel Spreadsheet

SEP Goal #2: FINANCIAL SUSTAINABILITY

Current Strengths: Student snack bar will generate revenue
Current Weakness: We have not determined the student preferences and profitability of such items

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   To increase revenue for the purpose of providing quality food and service to the student body

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Establish weekly expense report to be turned in to office manager at the end of each month	Weekly Monthly	Ruth Antillon	Detailed expense Log	Excel spreadsheet
2.1.2	New snack bar	Daily	Richard Bishop		

HOUSING AND RESIDENCE LIFE

CHRISTIAN LIFE COLLEGE
Est. 1949

SERVICES COORDINATOR: **RICHARD BISHOP**

COMMITTEE:

Richard Bishop	Jeanetta Bishop	Joanne Gresham	Mychail Haney	Jennifer Llamas
Andrew Puentes	Raquel Rodriguez			

MISSION STATEMENT: Christian Life College Housing Services partners with students living on-campus to create a learning environment that strives to create a residential community that supports and enhances academic success, fosters the learning and development of our students, and promotes student involvement through leadership and ministry opportunities.

ASSUMPTIONS
- Assumption 1: Christian Life College has a structured environment conducive to Christian behavior
- Assumption 2: Christian Life College has a safe and well-maintained living environment
- Assumption 3: A housing environment that encourages spiritual growth

HOUSING AND RESIDENCE LIFE SWOT ANALYSIS		
S	Strengths	• We have an on-site resident campus pastor • Residents enjoy a Christian based living environment
W	Weaknesses	• There is a need for heightened security, road and dorm maintenance
O	Opportunities	• The installation of security cameras for dormitories and security gate at entrance
T	Threats	• Due to limited lighting on south and east sides of dormitories there is a threat of unwanted visitors and activities

2018-2019 STRATEGIC ANNUAL PLAN

SEP GOAL #1:   STUDENT EXPANSION

Current Strengths: We have an on-site resident campus pastor. Residents enjoy a Christian based living environment
Current Weakness: Security, perimeter and road maintenance

STUDENT EXPANSION – AREA 1
OBJECTIVE 1:   To maintain and secure premises

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Establish expectations for security	1st & 2nd Semester	Richard Bishop	Security Report	Excel Spreadsheet
1.1.2	Establish expectations for maintenance	1st & 2nd Semester	Richard Bishop	Link for Maintenance Request	Excel Spreadsheet
1.1.3	Establish and implement Summer Housing Policy, which allows students to maintain their employment enabling them to return the following school year	1st & 2nd Semester	Richard Bishop Joanne Gresham	Track number of renters and payments	Excel Spreadsheet

SEP GOAL #2:   FINANCIAL SUSTAINABILITY

Current Strengths: Students who have steady employment are able to rent dormitories throughout the summer
Current Weakness: Not all students will make rent payments on time

FINANCIAL SUSTAINABILITY – AREA 2
OBJECTIVE 1:   Generate Summer Income

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
2.1.1	Establish Summer Housing Policy	May 25-Aug 15	Richard Bishop Joanne Gresham Jeanetta Bishop	Track payments made	Excel Spreadsheet

STUDENT LIFE SERVICES

CHRISTIAN
LIFE COLLEGE
Est. 1949

SERVICES COORDINATOR: **RICHARD BISHOP**

COMMITTEE:

Jeanetta Bishop	Kevin Daniel	Joanne Gresham	Micah Johnson	Josh Abrego

MISSION STATEMENT: The Office of Student Services exists to promote student success and personal development. The Office of Student Services provides communication to essential resources to assist students in achieving their educational goals and applying them in lasting service to the kingdom of God.

ASSUMPTIONS

- Assumption 1:   Student Body will continue to grow which creates a need for more structure and services
- Assumption 2:   There will be an increased desire for co-curricular activities
- Assumption 3:   To create outlines and objectives for successful club and class operations

STUDENT LIFE SERVICES SWOT ANALYSIS		
S	Strengths	• Dedicated to student involvement in the campus community and off campus ministry opportunities • Our church affiliations create an environment of opportunity for ministry for student and staff
W	Weaknesses	• Lack of a current program that offers individualized guidance that addresses the career needs of the students • Finalize all policies and procedures that pertain to Career Services
O	Opportunities	• Pastors inquiring about interns
T	Threats	

SEP GOAL #1: STUDENT EXPANSION

Current Strengths: Dedicated to student involvement in the campus community and off campus ministry
                        opportunities
Current Weakness: Lack of faculty involvement with student life events

STUDENT EXPANSION – AREA 1
OBJECTIVE 1: Develop the spiritual, academic, and social areas of student's lives

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.1.1	Increase opportunities for ministry Partner with church affiliations & organization to expose students to potential career opportunities	1st & 2nd semester	Kevin Daniel Mychail Haney	Annual Review	Excel
1.1.2	Student Symposium: Integrate presentation of ministerial licensing at symposium	2nd semester	Richard Bishop	Report	Participation
1.1.3	Missions trip that offers a hands on opportunity experience to a student's potential career	2nd semester	Richard Bishop	Assignment Paper	Survey

STUDENT EXPANSION – AREA 1
OBJECTIVE 2: Remain current and involved in all student life events

#	STRATEGY	DATE(S)	LEAD(S)	ASSESSMENT METHOD	ASSESSMENT TOOL
1.2.1	Class Mentors (support, chaperone)	1st & 2nd semester	Richard Bishop	Report	Participation
1.2.2	Chapel attendance for faculty & staff	Bi- monthly	Jeanetta Bishop	Create schedule	Excel Spreadsheet
1.2.3	Student Mentor Program	1st & 2nd semester	Student Body President	Mentoring	Roster