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# Strategic Plan

Barclay College

2018-2019

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*“Arise, shine; for your light has come,  
And the glory of the Lord has risen upon you.  
For behold, darkness will cover the earth  
And deep darkness the peoples;  
But the Lord will rise upon you  
And His glory will appear upon you.  
Nations will come to your light,  
And kings to the brightness of your rising.”*

*Isaiah 60:1 - 3*

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# BARCLAY COLLEGE STRATEGIC PLAN

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## Introduction

The Strategic Plan for Barclay College is an extension of its mission statement and the result of the shared vision of the Barclay College family. It represents the collective hopes, dreams, and goals of the Board of Trustees, administration, faculty, students, alumni, and constituency. The process for the Strategic Plan is ongoing but objectives and goals are addressed annually and involve the use of numerous venues for input from committees to open public forums, with oversight and review from a Strategic Planning committee. The collective discussions, conversations, and thoughts of those stakeholders have produced a vision that will drive the institution into a bright and promising future.



An early version of this Strategic Plan was completed in November 2015. After receiving feedback from a biennial HLC visiting team in 2016, and with input from a variety of Barclay constituents, a number of refinements and improvements have been adopted. With guidance from Dr. Keith White, our Director of Institutional Research and Assessment, many helpful updates have been included in this iteration of the Strategic Plan, including the delineation between objectives and SMART goals (Specific, Measurable, Achievable, Results-focused, and Time-sensitive) that are assigned to someone with the authority to implement the strategy, due dates for implementation, and a clarified connection to the budgeting process. The ongoing development and progress of the Strategic Plan for Barclay College will be a continual effort. As such, it becomes a living document that will guide the College into the future as it seeks to fulfill its mission and establish its place in the greater academic and faith communities it serves.

Because of the amount of change and growth represented in this version of the Strategic Plan, a number of appendices have been added to provide context and to show continuity. Of particular interest may be the 2017-2018 version of the Strategic Plan (and the calendar of achievement) that engages our immediate attention and activity (see Appendix A and B). In addition, a brief rationale and historical narrative precede the actual presentation of the Strategic Plan for this coming academic year. It is with great appreciation and sincere gratitude to the many individuals that contributed to this work that we say a hearty and sincere thanks. May we never lose sight of our mission to inspire, "... effective Christian life, service, and leadership."

- Dr. Royce E. Frazier, President

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## Mission Statement

*The mission of Barclay College is to prepare students  
in a Bible-centered environment  
for effective Christian life, service, and leadership.*

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## Strategic Plan Rationale

Barclay College is called to be the premier ministry training institution in higher education for the evangelical, orthodox Friends denomination. Throughout its history the college has provided for leadership in the Friends denomination and beyond. Of the six evangelical Friends based institutions in the United States, Barclay College is 1% of that student body. However, 30% of the churches in those regions have a Barclay College alumnus serving on their staff (HLC Self-Study, 2013).



Since its founding in 1917, Barclay College has sought to produce graduates who are both scholars and practitioners of their profession and their faith. The integration of a relevant Christian faith informs daily living and guides professional diligence. Barclay College is blessed with a distinctive ethos that equips and empowers it to serve the needs of the church, society, and the global community. It is time for Barclay College to assume its place as a truly global ministry training institution that inspires the best in scholarship, learning, and vision from the evangelical, orthodox Friends community.

Barclay College has been on a momentous journey over the past decade that has seen it grow as an academic institution through the addition of expanded programming and exemplary faculty and staff. The relationships that have been developed have introduced new possibilities and new opportunities. It is critical that the college be positioned to seize upon the challenges that will be presented in the upcoming century.

To sustain these efforts the institution's Strategic Plan is the guiding light that brings focus and order to the efforts of the board, administration, faculty, staff, and stakeholders in fulfilling the mission of the college.



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## The Strategic Planning Process – A Recent History

The Barclay College Strategic Plan developed in 2015 represented the collaborative efforts of many Barclay constituents. It identified six primary objectives for aspirational achievement and expressed them well as an outgrowth of the mission of the college. However, upon internal review and with helpful feedback from the HLC biennial visiting team in April 2016, it was determined that the plan itself needed improvement in several respects. While the objectives described appropriately the major missional priorities for the institution moving forward, they were not specifically delegated to individuals or departments, nor given time frames for their completion. In addition, the plan was not tied clearly to the budgeting process to ensure the allocation of resources to important priorities. The final comment on the strategic plan process offered by the visiting team was that they were “assured that further work on the strategic plan would begin immediately following the visit.”



In response, President Royce Frazier called together a Strategic Visioning Community for June 10, 2016. Led by Keith White, the new Director of Institutional Research and Assessment (DIRA), this gathering involved many members of the administration, faculty, staff, and Board of Trustees. The same major priorities listed in the 2015 Strategic Plan were each discussed by a separate focus group, with an additional group added based on other comments from the HLC visiting team. These priorities were: Academics,

Admissions, Alumni Relations, Campus Facilities and Technology, Financial Stability, Marketing, and Student Services. Each group shared many helpful ideas to refine the Strategic Plan, leading to the formation of a standing Strategic Planning Committee.

On July 19, 2016, the President convened the first meeting of the Strategic Planning Committee. The members now include:

DeWayne Bryan, President of the Board of Trustees  
Trent Jacks, member of the Board of Trustees  
Royce Frazier, President of the College  
Keith White, Director of Institutional Research and Assessment,  
Adrian Halverstadt, Chancellor,  
Jim Le Shana, VP for Academic Services,  
Tim Hawkins, Associate VP for Academic Services,  
Justin Kendall, Director of Admissions,  
Larry Lewis, VP for Institutional Advancement  
Ryan Haase, Assistant to the President and Director of Marketing,  
Lee Anders, VP for Business Services, and  
Tiffany Van Dame, VP for Student Services.

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In this first meeting, the committee decided to refine the statements from the Strategic Visioning Community the previous month into three to five-year strategic objectives, one-year operational objectives, and SMART (Specific, Measurable, Achievable, Results-focused, and Time-sensitive) goals. It was also determined that this part of the process would need to be completed by the end of the year 2016 so that the Strategic Plan for 2017-2018 could inform the budgeting process which would begin in the Spring for the following year. This process resulted in the formation of the 2016 Strategic Plan for the 2017-2018 academic year (see Appendix A). In subsequent meetings, it was felt that a calendar of deadlines/dates, monitored by the DIRA, would be helpful for each department for communication, encouragement, and accountability (see Appendix B). It was also determined that the article *Strategic Assessment and Plan: A Four-Phased Approach* by John Sullivan of Regent University, could serve as a helpful external model for assessing the strategic planning process (see Appendix 1 of the Institutional Assessment Plan) and that its assessment should be enfolded in the overall Institutional Effectiveness Plan (see Appendix C). This annual pattern of systematic visioning, conversation, accountability, review, planning, and budgeting in the year prior to the implementation of the plan is now in its second cycle. A representative sampling of minutes from meetings that contributed to this process may be found in Appendices D-F. The current iteration of the Strategic Plan that follows, finalized in January 2018, focuses on the 2018-2019 academic year (see Appendix G for a summary of the Strategic Plan Initiatives for 2018-2021).

Although the Strategic Plan and its overall strategic objectives looks forward to the next three years, the details of the plan are updated every fall semester and approved near the start of the Spring semester so that they can be considered in the budgeting process for the following academic year. The budgeting process begins in January and is completed with the approval of the budget for the next academic year by the Board of Trustees in May. In this sense, the Strategic Plan for Barclay College is a living document, designed with the intent of helping the college achieve its objectives and goals to the glory of God in the fulfillment of its mission.



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# BARCLAY COLLEGE STRATEGIC PLAN, 2018-2019

## Objective 1 | Academics

**Rationale:** In order to fulfill its mission Barclay College must challenge students to become critical thinkers, spirit-directed leaders, and effective communicators with a global vision for service. Barclay College is committed to the ideals of life-long learning and an intellect informed by faith.

*Strategic Objective # 1: Develop new academic programs that help Barclay College continue to accomplish its overall mission.*

Operational Objective #1 for 2018-2019: Research and develop new academic programs.

Potential Programs:	Potential Launch Date:	Responsibility
Missions through Business (Missions major/Business minor or Business major/Missions minor, with relevant practicums that launch and service small businesses)	Fall 2019	Designated Task Force
Nursing (RN to BSN)	Fall 2020	Designated Task Force
Barclay International Leadership Training (certificate program - both domestically and internationally)	Fall 2019	Designated Task Force
Fine Arts Department (to expand our offerings to fulfill the vision of the Fine Arts Building - performance, drama, instrumental)	Fall 2019	Designated Task Force
Doctoral Program (with various potential concentrations)	Fall 2019	Designated Task Force
Criminal Justice program	Fall 2019	Designated Task Force
Online Elementary Education Program	Fall 2021	Designated Task Force

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**Smart Goals:**

Task:	Date:	Responsibility:
1. Refine timelines for implementation of each program.	February 2018	EAT
2. Create and/or further develop cost-benefit analysis for each potential program, including reasonable funding streams.	May 2018	Task Forces
3. Gain final approvals from all relevant constituents, including board approvals, as needed, pending HLC full accreditation status.	November 2018	Task Forces
4. Submit substantive change documents to accrediting agencies (ABHE and HLC), as needed.	February 2019	Task Forces

***Strategic Objective # 2: Foster academic excellence.***

Operational Objective #1 for Strategic Objective #2 for 2018-2019: Encourage faculty and academic staff development and growth.

**Smart Goals:**

Task:	Date:	Responsibility:
1. Continue to provide an event for faculty professional development.	Once each semester	EAT
2. Full-time faculty continue to submit an annual professional development report, which includes interaction with the wider academic community.	Every May.	EAT

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Operational Objective #2 for Strategic Objective #2 for 2018-2019: Review curriculum to ensure optimum course offerings to accomplish the BC mission.

**SMART Goals:**

Task:	Date:	Responsibility:
1. Review undergraduate course offerings in relation to enrollment trends and degree requirements, to determine the most cost efficient and effective schedule	May 2018	EAT and undergraduate department chairs
2. Establish a policy for gracefully discontinuing a class or program.	May 2018	EAT

*Strategic Objective # 3: Develop Friends Leaders.*

Operational Objective #1 for Strategic Objective #3 for 2018-2019: Enhance connections with North American evangelically-minded Friends groups

**SMART Goals:**

Task:	Date:	Responsibility:
1. Send administration and faculty members to speak at Friends gatherings and conferences	May 2018	EAT and President's Cabinet
2. Foster relationships with Friends denominational leaders by sponsoring a strategic Great Conversation about synergistic possibilities of association	August 2018	EAT and President's Cabinet
3. Create at least one additional strategic alliance (MOU) with a new Friends region (Yearly Meeting) for the development and training of Friends pastors	December 2018	EAT and President's Cabinet

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Operational Objective #2 for Strategic Objective #3 for 2018-2019: Sponsor training events for the wider Friends community to build up the Friends Church

**SMART Goals:**

Task:	Date:	Responsibility:
1. Host the next National Friends Church Multiplication Conference	August 2018	EAT and President's Cabinet
2. Coordinate and plan the 2020 International Friends Church Multiplication Conference	June 2019	EAT and President's Cabinet

Operational Objective #3 for Strategic Objective #3 for 2018-2019: Create a system for the recruitment and training of international Friends leaders

**SMART Goals:**

Task:	Date:	Responsibility:
1. Create and implement an endowed scholarship for international Friends leaders for the BC Master of Arts program	February 2018	Board, President's Cabinet, and Graduate School Committee
2. Send at least two administrators and/or faculty members on international trip to visit with Friends for recruitment purposes	May 2018	President's Cabinet, EAT

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## Objective 2 | Administration

**Rationale:** In order to fulfill its mission Barclay College must accept the challenge to become effective communicators in order to press forward the Barclay College story to local, regional, national and global audiences. Through open communication, transparency, and collective problem solving, we can achieve things that were only dreams for previous generations.

***Strategic Objective # 1: Establish networking relationships between Barclay College and new target markets from which to attract ministry students***

SMART Goals for 2018-2019	Date	Responsible
1. To explore ways that Barclay College can serve Hispanic and African-American churches in our geographic region.	2/1/19	Royce Frazier
2. To raise funds to endow marketing of Barclay College to new target markets	6/30/19	Royce Frazier

***Strategic Objective # 2: Develop the next generation of leaders for Barclay College***

SMART Goals for 2018-2019	Date	Responsible
1. To invite the next generation of leaders to engage in addressing the current challenges facing Barclay College.	8/15/18	Royce Frazier



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## Objective 3 | Admissions

**Rationale:** In order to fulfill the mission of Barclay College and to maintain financial health, the college must recruit and enroll a growing number of undergraduate and graduate students (both resident and distance education) who aspire to the lofty challenge of a purposeful life.

**Strategic Objective #1: Increase the percentage of applicants that enroll and are retained.**

2018-2019 Operational Objective 1: Increase the number of applicants that complete the acceptance process and become new students.

SMART Goals:	Date	Responsibility
1 Develop & implement Major-specific communication plans for new applicants and newly accepted students.	08/2018	Justin/Shandy
2 Develop new marketing pieces to give to prospects, applicants and accepted students as part of their communication plan.	09/2018	Admissions
3 Utilize Student Ambassadors during the summer months (May-Aug.) to call/email applicants to avoid summer melt.	09/2018	Admissions

2018-2019 Operational Objective 2: Increase the # of prospects for Fall 2019 and Fall 2020 by 10% each.

SMART Goals:	Date	Responsibility
1 Visit at least 30 high schools in SW Kansas each year.	5/2019	Justin/Shandy
2 Visit at least 8 Friends Church youth groups each year	5/2019	Justin/Shandy
3 Purchase Name List(s) (Christian Connector, College Raptor) that are interested in a Christian education and majors BC offers.	11/2018	Admissions

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**Strategic Objective #2: Research and Implement current and new technology to improve interactions with prospective students.**

2018-201 Operational Objective: **Plan and record a video campus tour to send to prospects that cannot visit campus.**

SMART Goals:	Date	Responsibility
1 Plan the route and script of the tour	9/2018	Admissions/Casey
2 Shoot the video	10/2018	Admissions/Casey
3 Launch the video	11/2018	Admissions/Casey



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## Objective 4 | Alumni

**Rationale:** In order to fulfill its mission, Barclay College faculty, staff, students, and alumni aspire to be lifelong learners. Barclay College is committed to expanding the learning community through alumni relationships to forge ongoing, regional communities of effective Christian leaders.

### Strategic Objective # 1: Recruit someone to lead the Barclay College National Alumni Organization (BCNAO) initiative

SMART Goals:	Date	Responsibility:
1. Create the vision, mission, objectives, strategy for BCNAO	07/2018	Royce, Larry, Ryan
2. Identify key individual to direct the BCNAO	07/2018	Larry, Ryan,

### Strategic Objective # 2: Develop a Barclay College National Alumni Organization (BCNAO)

SMART Goals:	Date	Responsibility
1. Introduce the director of the BCNAO and its mission, organization, and strategy	07/2018	Royce, Larry, Ryan, Director
2. Recruit regional leaders for a BCNAO	07/2018	Royce, Larry, Ryan, Director
3. Create a 2017-18 action plan for the BCNAO	10/2018	Royce, Larry, Ryan, Director

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## Objective 5 | Campus Facilities and Technology

**Rationale:** In order to fulfill its mission, Barclay College must provide an infrastructure that promotes academic excellence, a sense of community and a commitment to service. This requires the college to coordinate the balance between campus development and community space, always giving attention to the Barclay College philosophy of family/community.

### *Strategic Objective # 1* Continual Review and Updating of IT Infrastructure

#### 2018-2019 Operational Objective: *Upgrade Wireless Connectivity Campus-Wide*

SMART Goals:	Date	Responsibility
1. Determine Needs and Research and Select Components	May 2018	Trent & Lee
2. Purchase and Install Components	July 2018	Trent

### *Strategic Objective # 2: Initiate Campus Master Plan*

#### 2018-2019 Operational Objective 1: *Renovate Coppock Hall*

SMART Goals:	Date	Responsibility
1. Finalize Renovation Plans	February, 2018	CD, Joel, Steve, & Lee
2. Purchase Materials and Complete Renovation	July, 2018	CD, Joel, and Steve

#### 2018-2019 Operational Objective 2: *Use of USD 474 Gym for Barclay Activities*

SMART Goals:	Date	Responsibility
1. Plan Use for 2018-19 and Review and Sign Lease.	May 2018	Lee and Charles
2. Evaluate the Lease and Use of the Gym during 2018-19.	May 2019	Lee and Charles

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2018-2019 Operational Objective 3: *Repurposing Phillips Hall and Worden Memorial Library*

<b>SMART Goals:</b>	<b>Date</b>	<b>Responsibility</b>
1. Assess Needs and Determine Uses of Available Space in Phillips Hall and Worden Memorial Library.	January 2018	Cabinet
Plan Renovation of Phillips Hall and Worden Library.	March 2018	CD, Joel, Memorial Steve, and Lee
2. Purchase Materials and Complete Renovation of Phillips Hall Main Floor.	July 2018	CD, Joel, and Steve
3. Purchase Materials and Complete Renovation of Worden Memorial Library Basement.	July 2019	CD, Joel, and Steve
4. Purchase Materials and Complete Renovation of Hall Basement.	July 2019	CD, Joel, and Phillips Steve



## Objective 6 | Financial Stability

**Rationale:** In order to fulfill its mission and to aspire to the lofty calling it envisions, Barclay College must acquire the human and material resources to sustain its dreams. Barclay College must therefore pursue four overarching goals to provide resources: increase the donor base, design and implement a more sustainable model of funding, create and execute new capital campaigns for the future, and vigorously pursue the growth of the endowment.

**Strategic Objective #1:** *Increase the donor base to 840 donors by June, 2021 (15 new donors per year).*

Operational objective for 2018-2019: *15 new donors by 6/30/2018*

SMART Goals:	Date	Responsibility
1. Thank donors annually that give to Barclay College	12/2018	Larry L.
2. Add 6 new donors through the Christmas Wreath letter	12/2018	Larry L.
3. Add 5 new donors through the Senior Dinner	5/2018	Larry L.

**Strategic Objective #2:** *Design and implement a more sustainable model of funding for the annual fund budget.*

Operational objective for 2018-2019: *Increase income streams other than tuition for the annual fund by \$50,000 before 6/30/2018*

SMART Goals:	Date	Responsibility
1. Increase endowment by \$200,000 each year by designing an ongoing endowment campaign.	12/2018	Larry L.
2. Seek additional income sources to reduce reliance on tuition and monthly donations.	12/2018	Larry L. Royce F.
A. Grants		Carolyn F.
B. Estate Plans		Sheryl L.
C. Gifts to establish endowment departments and chairs		
3. Initiate an endowment campaign	6/2018	Larry L., Endowment Campaign Committee

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**Strategic Objective #3: Create and execute new capital campaigns for the future development of Barclay College.**

*Operational objective for 2018-2019: To be determined by the Strategic Planning Committee after the completion of the Ross-Ellis Center for Arts and Ministry.*

<b>SMART Goals:</b>	<b>Date</b>	<b>Responsibility</b>
1. Create a timeline for the prioritized facility needs.	2/2018	Strategic
2. Annually update the priorities and timeline.	10/2018	Planning Team



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## Objective 7 | Marketing

**Rationale:** In order to fulfill its mission Barclay College values student and supporter participation. It is essential that we continue to inform our constituency of the vision and work of the institution. Through imaginative communication we can join together to achieve the dreams of those who walked before us.

**Strategic Objective #1:** *Attract an increasing number of qualified applicants (both from traditional and new source pools) each year in on-campus, online and graduate programs and in targeted academic degree programs.*

SMART Goals:	Date	Responsibility
1. Conduct an analysis of student profiles to define enrollment trends.	11/15/2018	Marketing Team
2. Identify new pools of potential students for all programs based on analysis	10/01/2018	Marketing Team
3. Define and design communication plan for on-campus, online and graduate programs based on analysis	12/01/2018	Marketing/Admissions campus/online/grad
4. Define and design communication plan by academic degree based on analysis	02/28/2019	

**Strategic Objective #2:** *Develop more effective strategies for public awareness of the college.*

SMART Goals:	Date	Responsibility
1. Identify specific target populations, including non-Friends markets, media and community leaders	09/15/2018	Marketing Team
2. Design communications plan for identified markets	01/30/2019	Marketing Team
3. Use board members and other stakeholders to introduce Barclay College representative into non-friends circle	02/15/2019	Marketing Team and President

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*Strategic Objective #3: Develop a more diverse base of financial resources for the college.*

SMART Goals:	Date	Responsibility
1. Conduct an analysis of donor profiles to define giving trends	01/15/2019	Marketing Team
2. Research new pools of funds outside of Friends circle	03/08/2019	Marketing Team and President
3. Develop communications plan to reach new targets	12/30/2018	Marketing Team

*Strategic Objective #4: Develop more effective communications strategies within the Friends and other denomination communities.*



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## Objective 8 | Student Services

**Rationale:** In order to fulfill its mission Barclay College values student satisfaction as a vital factor in retention and completion. Barclay College is aware that *quality of life* extends beyond the classroom, beyond co-curricular activities and reaches into the community that we share. It is through the vital faith community that relationships are forged and life calling is found.

### ***Strategic Objective #1: Develop an effective First year Program***

SMART GOALS:	Date	Responsibility
1. Increase program offerings to address academic, social and spiritual facets of college life.	10/15/2018	Tiffany
2. Create a peer mentoring system for all new students.	1/15/2019	Tiffany

### ***Strategic Objective #2: Average 70% retention from fall to fall for FTFTFR campus students and average 8 students per online course.***

SMART GOALS:	Date	Responsibility
1. Implement retention strategies based on the Student Satisfaction Surveys that are conducted each semester.	12/15/2018	Tiffany/RDs
2. Create a Job Description for Online mentors.	3/15/18	Shelly

### ***Strategic Objective #3: Create a culture on campus that fosters spiritual growth.***

SMART GOALS:	Date	Responsibility
1. Evaluate the effectiveness of student small groups	11/1/2018	Ryan/Tiffany
2. Increase participation in Student Groups.	5/1/19	Ryan/Tiffany

### ***Strategic Objective #4: Create a Career Services Department.***

SMART GOALS:	Date	Responsibility
1. Survey all Department chairs about what career help, if any, is offered through Senior Forum and/or advising.	9/30/2018	Tiffany

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2. Develop and promote career service resources on the college website. 1/15/2019 Tiffany

***Strategic Objective #5: Provide health and fitness strategies for students on campus.***



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# Appendix

## APPENDIX A

### Barclay College Strategic Plan for 2017-2018

#### Academics

*Strategic Objective # 1: Develop new academic programs that help Barclay College continue to accomplish its overall mission.*

2017-2018 Operational Objective: *To increase the number of academic programs offered*

Programs to consider:

1	Online Elementary Education Program (Restart and complete what we almost started last year)
2	Missions through Business (Missions major/Business minor or Business major/Missions minor, with relevant practicums that launch and service small businesses)
3	Nursing (Possibly using Greensburg Hospital facilities – RN to BSN)
4	Global Ministry Training (Certificate program - both domestically and internationally)
5	Fine Arts Department (to expand our offerings to fulfill the vision of the Fine Arts Building - performance, drama, instrumental)
6	Doctorate in Leadership Studies (with various potential concentrations)

SMART Goals:

		Date	Responsibility
1	Identifying a task force for each program to explore	02/2017	EAT*
2	Develop a timeline for implementation of programs.	04/2017	Task Forces
3	Develop a cost-benefit analysis for each program,	09/2017	Task Forces

\*Executive Academic Team

*Strategic Objective #2: To foster academic excellence.*

2017-2018 Operational Objective 1: *To encourage faculty and academic staff development and growth*

SMART Goals:

		Date	Responsibility
1	Create an event for faculty professional development.	11/2016	EAT
2	Identify additional incentives for faculty development.	03/2017	EAT
3	Full-time faculty will submit an annual professional development plan which includes interaction with the wider academic community.	05/2017	Jim & Tim

2017-2018 Operational Objective 2: *To Complete a comprehensive curriculum review*

SMART Goals:

		Date	Responsibility
1	Reviewing General Education requirements for each program	05/2017	Faculty program.
2	Review programs and course offerings to determine relevance	09/2017	Div. Chairs
3	Establish a policy for gracefully discontinuing a class or program	09/2017	EAT

## Admissions

*Strategic Objective #1: Increase the percentage of applicants that enroll and are retained.*

2017-2018 Operational Objective 1: *Increase the number of applicants that complete the acceptance process.*

SMART Goals:

		Date	Responsibility
1	Document time from applied to accepted for F'16 and F17 apps	09/2017	Heather
2	Email/Call References within 3 work days of application.	09/2017	Admissions
3	Use Populi to weekly remind applicant to submit transcripts and test scores.	09/2017	Admissions

2017-2018 Operational Objective 2: *Identify prospects that are a good fit for Barclay College.*

SMART Goals:

		Date	Responsibility
1	Document average GPA and ACT/SAT scores for F'15 and F16 new students	11/2017	Justin/Mark
2	Document students from those classes who entered on probation and evaluate their academic standing after first semester	02/2018	Justin / Mark
3	Document student from those classes that were dismissed for discipline reasons.	03/2018	Justin / Tiffany
4	Evaluate any correlations between previous academic performance/Christian testimony and dismissal reason.	09/2018	Justin

*Strategic Objective #2: Improve the effectiveness of the contacts made by the Student Ambassadors.*

2017-2018 Operational Objective: *Equip Student Ambassadors to effectively communicate the advantages of Barclay College to prospective students.*

SMART Goals:

		Date	Responsibility
1	Provide personalized training for Ambassadors for phone conversations with prospects and applicants. Observe and evaluate during first work shift.	09/2017	Justin/ Heather
2	Have each Ambassador shadow at least one campus tour and do one mock-tour. Provide sheet of points to highlight tour.	10/2017	Justin / Heather
3	Periodically observe Ambassadors' phone calls and tours and provide feedback for improvement.	10/2017	Justin

## Alumni Relations

*Strategic Objective # 1: Increase the number of (1970-current) alumni praying for the college by 5% each year*

*2017-2018 Operational Objective: Establish a base line of alumni (1970-current) who pray weekly for the college each calendar year.*

SMART Goals:

		Date	Responsibility
1	Transfer alumni list/information to Populi	08/2017	Larry, Carolyn, Royce, Tiffany
1	Identify the total number of alumni for 1970-current	08/2017	Larry, Carolyn
2	Update the alumni data base for alumni (1970-current)	08/2017	Carolyn
3	Email 1970-current alumni and gather the following data: Do they pray for the college? What is their perception of the college? Suggestions how the college can better serve them and their local church. Will they commit to praying for the college each week for the next 12 months?	08/2017	Carolyn

*Strategic Objective # 2: Develop a National Alumni Organization*

*2017-2018 Operational Objective: Develop an organizational strategy and mission for a national alumni organization.*

SMART Goals:

		Date	Responsibility
1	Create a national Alumni Organization, mission, and strategy	07/2017	Royce, Larry, Ryan Alumni Comm.
2	Recruit leaders for a national Alumni Organization	07/2017	Larry, Ryan, Adrian, Alumni Comm.
3	Create a 2017-18 action plan for the National Alumni Organization	10/2018	Royce, Larry, Ryan Alumni Comm.

*Strategic Objective # 2: Develop a Global Alumni Support Team (GAST)*

*2017-2018 Operational Objective: Develop an operational process for GAST.*

SMART Goals:

		Date	Responsibility
1	Create the vision, mission, objectives, strategy for GAST	06/2018	Nat. Alumni Organization
2	Recruit key alumni from supporting yearly meetings and likeminded organizations to direct the mission of GAST	06/2018	Nat. Alumni Organization, Adrian, Larry
3	Set up technology and training for GAST	09/2018	IT Dept.
4	Host the first GAST meeting	10/2018	Nat. Alumni Organization
5	Create 2019 action plan for GAST	12/2018	GAST Director

## Campus Facilities and Technology

*Strategic Objective # 1 Construct a Center for Arts and Ministry*

2017-2018 Operational Objective: *Complete Fund Raising, Construction, & Move In.*

SMART Goals:

		Date	Responsibility
1	Finalize building plans, arrange construction loan, begin	01/2017	Royce Frazier, Lee Anders, Jared Ross
2	Complete Fundraising	12/2017	Larry Lewis, Royce Frazier
3	Complete Construction and move in	09/2018	Lee Anders, CD Fitch, Jared Ross

*Strategic Objective # 2: Develop a Campus Master Plan and Begin to Initiate it*

2017-2018 Operational Objective: *Create a campus master plan for the next 10 years.*

SMART Goals:

		Date	Responsibility
1	Conduct a Facility Needs Assessment	03/2017	Board Task Force
2	Prioritize Facility Expansion	05/2017	Board Task Force
3	Create a 10-year <i>Campus Master Plan</i>	01/2018	Board

*Strategic Objective # 3: Continual Review and Updating of IT Infrastructure*

2017-2018 Operational Objective: *Update student LMS and phone system.*

SMART Goals:

		Date	Responsibility
1	Complete Implementation of new Advancement software	03/2017	Larry Lewis, Lee Anders, Trent Maggard
2	Complete Implementation of Financial Aid and receivables software	06/2017	Lee Anders, Ryan Haase, Trent Maggard
3	Select and Implement new Student Learning Management System (LMS)	06/2018	Aaron Stokes, Jim Le Shana, Trent Maggard
4	Evaluation, selection, and installation of phone system	06/2018	Lee Anders, Trent Maggard

## Financial Stability for 2017 - 2018

*Strategic Objective #1: To increase the donor base by 5% each year for the next five years*

*Operational Objective for 2017-2018: 25 new donors by 6/30/18.*

SMART Goals:

		Date	Responsibility
1	Add 10 new donors* through the Phonathon	10/2017	Larry Lewis
2	Add 6 new donors* through the Christmas Wreath letter	12/2017	Larry Lewis
3	Add 5 new donors* through two Senior Dinners	04/2018	Larry Lewis, Ryan Haase

\*A new donor is someone who has not contributed to Barclay College in the last 5 years.

*Strategic Objective #2: To design and implement a more sustainable model of funding for the annual fund budget.*

*Operational Objective for 2017-18: To increase income streams other than tuition and donation by \$50,000 before 6/30/18.*

SMART Goals:

		Date	Responsibility
1	Increase endowment by \$200,000 each year	06/2018	Larry Lewis, Dave Hickman
2	Seek additional income sources to reduce reliance on tuition and monthly donations. Grants Estate Plans Gifts to establish endowed departments or chairs	06/2018	Larry Lewis

*Strategic Objective #3: To create and execute new capital campaigns for the future development of Barclay College.*

*Operational Objective for 2017-2018: (To be determined by the Strategic Planning Committee after the completion of the campaign for the Fine Arts Center.)*

SMART Goals:

		Date	Responsibility
1	Design the next capital campaign	06/2018	Larry Lewis,

## Marketing

*Strategic Objective #1: To average 184 applicants to our on-campus undergraduate programs over the three next fall semesters (2018, 2019, & 2020)*

2017-2018 Operational Objective 1: *Increased awareness of elementary education program to our current constituents*

SMART Goals:

		Date	Responsibility
1	Create a postcard that will be passed out at various events attended by college personnel	09/2017	Barry
2	Do a mass mailing from the Populi and churches	10/2017	Ryan
3	Provide post cards to the Admissions Dept.	09/2017	Ryan
4	Feature the content of the postcard on Barclay College website	09/2017	Barry
	Post it on social media	10/2017	Casey

*Strategic Objective #2: To average 115 applicants to our online undergraduate programs over the three years (2018, 2019, & 2020)*

2017-2018 Operational Objective: *Increase awareness of online academic programs*

SMART Goals:

		Date	Responsibility
1	Develop online promotional materials for recruiters	02/2018	Marketing Dept.
2	Market the programs on the radio	11/2017	Ryan
3	Schedule online staff to attend marketing meetings	09/2017	Ryan

*Strategic Objective #3: To average 25 applicants to our graduate programs over the three next fall semesters (2018, 2019, & 2020)*

2017-2018 Operational Objective: *Increase awareness of graduate programs*

SMART Goals:

		Date	Responsibility
1	Develop online promotional materials for recruiters	11/2017	Marketing Dept.
2	Market the programs on the radio	09/2017	Online Admissions
3	Schedule graduate staff to attend marketing meetings	01/2018	Online Admissions

*Strategic Objective #4: To average 125 applicants to our Kaleo Academy over the three next summers (2018, 2019, & 2020).*

2017-2018 Operational Objective: *Increase awareness of KALEO Academy*

SMART Goals:

		Date	Responsibility
1	Provide website development and promotional materials as requested by the Kaleo Program Director	02/2018	Marketing Dept.
2	Work with the Director to develop a marketing plan.	07/2017	Brockie, Ryan
3	Schedule graduate staff to attend marketing meetings	04/2017	Ryan

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*Strategic Objective #5 Increase the communication between Barclay College and its constituents.*

2017-2018 Operational Objective 1: *Increase the Progress mailing list to 4,360 subscribers.*

SMART Goals:

		Date	Responsibility
1	Provide an opportunity to sign up for the Progress at different events, college fairs and through social media	01/2018	Admissions, Marketing
2	Invite new students' parents to sign up each semester for the Progress	08/2017	Ryan, Admissions
3	Provide an opportunity to sign up through the website	04/2017	Barry
4	Provide opportunities for subscribers to receive digital version instead of hard copies	06/2017	Casey

2017-2018 Operational Objective 2: *Increase the number of "unknowns" (people who were previously unaware of Barclay College) on the Progress mailing list by 50.*

SMART Goals:

		Date	Responsibility
1	Train the staff/faculty of when they make intentional connectors to get added to the mailing list.	07/2017	Ryan, Admissions

## Student Services

*Strategic Objective #1 – Improve the effectiveness of the First Year Program*

2017-2018 Operational Objective: Increase participation in the First Year Program.

SMART Goals:

		Date	Responsibility
1	Determine a measurement of effectiveness of the FYP	09/2017	Tiffany
2	Survey all sophomores to measure the usefulness of the FYP	11/2017	Tiffany
3	Add 1-2 additional workshops per semester	01/2018	Tiffany

*Strategic Objective #2 – Improve Retention from fall to fall*

2017-2018 Operational Objective: Improve retention from the previous year by 2%.

SMART Goals:

		Date	Responsibility
1	Research strategies to increase retention	09/2017	Tiffany
2	Conduct surveys to assess overall student satisfaction during both the fall and spring semesters.	11/2017 and 04/2018	RD'S/Tiffany

*Strategic Objective #3 – Increase effectiveness of student groups that foster spiritual growth.*

2017-2018 Operational Objective 1: Increase participation in Student Groups

SMART Goals:

		Date	Responsibility
1	Evaluate the effectiveness of current programs	12/2018	Tiffany, Ryan
2	Create a student task force to determine the goals/purposes of student groups and how to foster spiritual growth.	10/2018	Tiffany, Ryan

2017-2018 Operational Objective 2: Improve Training of Student Leaders

SMART Goals:

		Date	Responsibility
1	Provide ongoing training on a bi-monthly basis.	10/2017	Tiffany, Ryan
2	Create a training manual specific to each student leadership position	06/2018	Tiffany

## APPENDIX B

### Strategic SMART Goals for 2016-2017

Initiative	SMART Goals:	Date to Start Process Planning	Date to Start Implementing the Plan	Date to Complete the Goal	Responsibility	Date Completed
Academics	Identifying a task force for each program to explore the needs, challenges, and opportunities involved.	11/26/2016	12/3/2016	2/1/2017	EAT	2/13/2017
Academics	Identify additional incentives for faculty development.	12/24/2016	12/31/2016	3/1/2017	EAT	3/28/2017
Alumni	Identify the total number of alumni for 1970-current	12/24/2016	12/31/2016	3/1/2017	Carolyn	2/15/2017
Campus Plan	Conduct a Facility Needs Assessment -	12/24/2016	12/31/2016	3/1/2017	Board	5/5/2017
Campus Plan	Finalize Building Plans, Arrange Construction Loan and Begin Building	1/23/2017	1/30/2017	3/31/2017	Royce Frazier, Jared Ross, Lee Anders	3/31/2017
Financial Stability	Add 5 new donors through two Senior Dinners	2/7/2017	2/14/2017	4/15/2017	Larry Lewis & Ryan Haase	Will complete 4/1/17
Academics	Reviewing General Education requirements for each program.	2/23/2017	3/2/2017	5/1/2017	Faculty Committee	4/7/2017
Campus Plan	Prioritize Facility Expansion	2/23/2017	3/2/2017	5/1/2017	Board	5/5/2017
Alumni	Update the alumni data base for alumni (1970-current)	3/26/2017	4/2/2017	6/1/2017	Carolyn	5/30/2017
Alumni	Email 1970-current alumni and gather perceptions and suggestions	3/26/2017	4/2/2017	6/1/2017	Carolyn	6/1/2017
Alumni	Recruit a leader for the National Alumni Association	3/26/2017	4/2/2017	6/1/2017	Royce	6/1/2017
Campus Plan & Technology	Complete Implementation of Financial Aid and receivables software	3/26/2017	4/2/2017	6/1/2017	Lee Anders, Ryan Haase, & Trent Maggard	9/1/2017
Financial Stability	Design the next capital campaign	4/24/2017	5/1/2017	6/30/2017	Larry Lewis	9/1/2017
<b>Strategic SMART Goals for 2017-2018</b>						
Initiative	SMART Goals:	Date to Start Process Planning	Date to Start Implementing the Plan	Date to Complete the Goal	Responsibility	
Marketing	Work with the Director to develop a marketing plan and ideas	4/25/2017	5/2/2017	7/1/2017	Brockie/Ryan	9/1/2017
Marketing	Invite new student's parents to sign up each semester for the Progress	5/26/2017	6/2/2017	8/1/2017	Ryan/Marketing	8/1/2017
Academics	Review programs and course offerings to determine relevance.	6/26/2017	7/3/2017	9/1/2017	Div. Chairs	9/22/2017
Academics	Full-time faculty will submit an annual professional development plan which includes interaction with the wider academic community.	6/26/2017	7/3/2017	9/1/2017	Jim & Tim	9/1/2017
Admissions	Document time from applied to accepted for F'16 and F'17 Apps.	6/26/2017	7/3/2017	9/1/2017	Shandy	9/1/2017
Admissions	Email/Call References within 3 work days of application.	6/26/2017	7/3/2017	9/1/2017	Admissions	9/1/2017
Admissions	Use Populi to weekly remind applicant to submit transcripts and test scores.	6/26/2017	7/3/2017	9/1/2017	Admissions	9/1/2017
Marketing	Create a brochure on Elem. Ed. that will be passed out at various events attended by college personnel.	6/26/2017	7/3/2017	9/1/2017	Marketing	9/1/2017
Marketing	Provide brochures on Elem. Ed. to the Admissions Dept.	6/26/2017	7/3/2017	9/1/2017	Ryan Haase	9/1/2017
Marketing	Feature the brochure content of the postcard on Elem. Ed. on Barclay College website	6/26/2017	7/3/2017	9/1/2017	Barry Anders	9/1/2017
Marketing	Create an informational packet including a letter from the dept. chair, a flyer on the elementary education program, and information on Barclay College.	6/26/2017	7/3/2017	9/1/2017	Ryan Haase & Cheryl Couch	
Marketing	Market the online programs on the radio	6/26/2017	7/3/2017	9/1/2017	Ryan Haase	9/1/2017
Student Services	Determine a measurement of effectiveness of the FYP	6/26/2017	7/3/2017	9/1/2017	Tiffany	9/1/2017
Student Services	Research strategies to increase retention	6/26/2017	7/3/2017	9/1/2017	Tiffany	9/1/2017
Student Services	Create a student task force to determine the goals/purposes of student groups and how to foster spiritual growth	6/26/2017	7/3/2017	9/1/2017	Tiffany/Ryan	9/1/2017
Marketing	Provide an opportunity to sign up for the Progress through the website	7/26/2017	8/2/2017	10/1/2017	Barry	
Marketing	Post content of brochure on Elem. Ed. on social media	7/26/2017	8/2/2017	10/1/2017	Casey Roberts	
Marketing	Provide informational packets to S.W. Kansas High Schools	7/26/2017	8/2/2017	10/1/2017	Justin/Shandy	12/1/2017
Financial Stability	Add 10 new donors through a "phonathon"	8/25/2017	9/1/2017	10/31/2017	Larry Lewis	11/3/2017
Student Services	Provide ongoing training for Student Leaders on a bi-monthly basis.	8/26/2017	9/2/2017	11/1/2017	Tiffany/Ryan	10/24/2017
Admissions	Provide personalized training for Ambassadors for phone conversations with prospects and applicants. Observe and evaluate during first work shift.	8/26/2017	9/2/2017	11/1/2017	Justin/Shandy	11/1/2017
Admissions	Periodically observe Ambassadors' phone calls and tours and provide feedback for improvement.	8/26/2017	9/2/2017	11/1/2017	Justin	11/1/2017
Academics	Create an event for faculty professional development.	8/26/2017	9/2/2017	11/1/2017	EAT	11/1/2017

Marketing	Help Graduate online admissions increase their data base	8/26/2017	9/2/2017	11/1/2017	Marketing Team	1/15/2018
Marketing	Do a mass mailing on Elem. Ed. from the Populi and churches	9/9/2017	9/16/2017	11/15/2017	Ryan Haase	
Student Services	Conduct surveys to assess overall student satisfaction during fall	10/9/2017	10/16/2017	12/15/2017	RD'S/Tiffany	12/15/2017
Financial Stability	Add 6 new donors through the Christmas Wreath letter	10/19/2017	10/26/2017	12/25/2017	Larry Lewis & Ryan Haase	12/25/2017
Campus Plan	Create a 10-year Master Plan	10/26/2017	11/2/2017	1/1/2018	Board	10/6/2017
Campus Plan	Complete Construction and Move-In Center for Arts & Worship	10/26/2017	11/2/2017	1/1/2018	Lee Anders & CD Fitch	1/8/2018
Marketing	Provide an opportunity to sign up for the Progress at different events, college fairs and through social media	10/26/2017	11/2/2017	1/1/2018	Marketing	12/1/2017
Student Services	Add 1-2 additional workshops per semester	10/26/2017	11/2/2017	1/1/2018	Tiffany	1/10/2018
Admissions	Document average GPA and ACT/SAT scores for F'15 and F'16 new students.	11/26/2017	12/3/2017	2/1/2018	Justin/Mark	
Admissions	Document students from those classes who entered on probation and evaluate their academic standing after first semester.	11/26/2017	12/3/2017	2/1/2018	Justin/Mark	
Marketing	Help online admissions increase their data base	11/26/2017	12/3/2017	2/1/2018	Marketing Team	12/1/2017
Marketing	Provide website development and promotional materials as requested by the Kaleo Program Director	11/26/2017	12/3/2017	2/1/2018	Marketing Team	
Admissions	Have each Ambassador shadow at least one campus tour and do one mock-tour. Provide sheet of points to highlight on tour.	12/10/2017	12/17/2017	2/15/2018	Justin/Shandy	
Admissions	Document student from those classes that were dismissed for discipline reasons.	12/24/2017	12/31/2017	3/1/2018	Justin/Tiffany	
Alumni	Create the vision, mission, objectives, strategy for NAA	12/24/2017	12/31/2017	3/1/2018	NAA Leadership team	
Academics	Develop a timeline for implementation of programs.	1/24/2018	1/31/2018	4/1/2018	Task Forces	
Academics	Develop a cost-benefit analysis for each program, including potential funding streams.	1/24/2018	1/31/2018	4/1/2018	Task Forces	
Student Services	Conduct surveys to assess overall student satisfaction during spring semester.	2/22/2018	3/1/2018	4/30/2018	RD'S/Tiffany	
Alumni	Recruit key alumni from supporting yearly meetings and like minded organizations to NAA	3/26/2018	4/2/2018	6/1/2018	NAA Leadership team	
Campus Plan	Select and Implement new Student Learning Management System	3/26/2018	4/2/2018	6/1/2018	Aaron Stokes, Jim Le Shana,	
Campus Plan	Evaluation, selection, and installation of phone system	3/26/2018	4/2/2018	6/1/2018	Lee Anders, & Trent	9/1/2017
Student Services	Create a training manual specific to each Student leadership position.	3/26/2018	4/2/2018	6/1/2018	Tiffany	
Financial Stability	Increase endowment by \$200,000 each year	4/24/2018	5/1/2018	6/30/2018	Larry Lewis & Dave Hickman	
Campus Plan	Complete Fund Raising for Center for Arts & Worship	4/24/2018	5/1/2018	6/30/2018	Larry Lewis & Royce Frazier	
Financial Stability	Seek additional income sources to reduce reliance on tuition and monthly donations. (Grants, Estate Planning, endowed depts or chairs)	4/24/2018	5/1/2018	6/30/2018	Larry Lewis & Ryan Haase	
Campus Plan	Complete Implementation of new advancement software	4/24/2018	5/1/2018	6/30/2018	Larry Lewis, Lee Anders & Trent Maggard	
Academics	Establish a policy for gracefully discontinuing a class or program.	6/26/2018	7/3/2018	9/1/2018	EAT	
Admissions	Evaluate any correlations between previous academic performance/Christian testimony and dismissal reason.	6/26/2018	7/3/2018	9/1/2018	Justin	
Alumni	Set up technology and training for NAA	6/26/2018	7/3/2018	9/1/2018	IT Dept.	
Alumni	Host the first Regional Meetings meeting	7/26/2018	8/2/2018	10/1/2018	NAA Leadership team	
Financial Stability	Add 5 new donors through two Senior Dinners	9/9/2018	9/16/2018	11/15/2018	Larry Lewis & Ryan Haase	
Student Services	Survey all sophomores to measure the usefulness of the First Year Program	8/26/2018	9/2/2018	11/1/2018	Tiffany	
Alumni	Create 2019 action items for NAA	9/25/2018	10/2/2018	12/1/2018	NAA Leadership team	
Student Services	Evaluate the effectiveness of current small group programs	9/25/2018	10/2/2018	12/1/2018	Tiffany/Ryan	

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## APPENDIX C

### Assessing the Strategic Planning Process at Barclay College

Some ways to assess the strategic planning process are to ask:

- Are the strategic objectives and goal based in empirical data and in alignment with the mission of the college?
- Are the due dates on the SMART goals not aggressive enough, realistic, or too aggressive?
- When effectively implemented, are the strategic plans making a significant improvement to the college?

To answer the first question, the list of strategic initiatives at Barclay College originated in focus groups made up of a variety of constituents of the college including alumni, students, staff, faculty, administration, and board members. As the process of internal and external assessment of institutional effectiveness developed, the empirical results of these external, division, and department level assessments began to generate new strategic objectives. All of these assessments and their SMART goals are filtered through the Strategic Planning Committee for feedback and approval.

To answer the question of whether the strategic plan is aggressive enough, realistic, or too aggressive, the Director of Institutional Research and Assessment sorted the SMART goals of the strategic plan for the 2017-2018 academic year by the due dates. The Director of Institutional Research and Assessment assists the President to keep vigilance over the process by emailing the sorted list of SMART goals to the strategic planning committee every first and fifteenth of the month. The latest list of the SMART goals for this strategic plan that have been completed can be found in appendix 4 of the Institutional Effectiveness Plan. Also, included in appendix 5 of that same document are the minutes of the 9/11/17 meeting in which a conversation was held to evaluate the pace of the strategic plan due dates.

To answer the question of whether the strategic plans, when effectively implemented, are making a significant improvement to the college, the answer must be at this point that we are too early in this process to make that determination. However, when sufficient data is available this analysis will be made by comparing the achieved SMART goals of both the continuous improvement process and the strategic plan with the mission of the college. This analysis is tentatively scheduled for April, 2019 in preparation for the May board meetings.

Keith White, *Barclay College Institutional Effectiveness Plan* (October 10, 2017), pp. 34-35.

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## APPENDIX D

Minutes of the Strategic Planning Committee on July 19, 2016

The following met in Phillips Hall 101 on July 19<sup>th</sup> for the first meeting of the Strategic Planning Committee:

Royce Frazier, President  
Keith White, Director of Institutional Research and Assessment  
Adrian Halverstadt, Chancellor (representing the Alumni Association)  
Jim Le Shana, VP for Academic Services  
Tim Hawkins, Associate VP for Academic Services  
Justin Kendall, Director of Admissions  
Larry Lewis, VP for Institutional Advancement  
Ryan Haase, Assistant to the President and Director of Marketing  
Heather Thornburg, Admissions Counselor

Absent were:

Lee Anders, VP for Business Services  
Tiffany Van Dame, VP for Student Services

Discussion:

1. Royce opened the meeting with prayer and then asked Keith to lead a discussion on the task of this committee
2. Keith addressed the issue of the HLC visiting team's critique of the strategic plan that was submitted in the most recent argument for Barclay's accreditation. A copy of this critique is attached.
3. A general discussion ensued concerning how to respond to this critique
4. Keith had attached to an email to the members of the committee a copy of the article: *Strategic Assessment and Plan: A Four-Phased Approach* by John Sullivan of Regent University. A link to this article is included below. Keith encouraged to the team to use this model to reformulate their part of the strategic plan.
5. A second meeting was scheduled for August 30, 2016.

### Attachments:

HLC April 26, 2016 Response Regarding Strategic Planning

**Core Component 5.C.** - While the College does have a strategic plan, the development of which involved broad constituent participation, the team is concerned that the plan had little or no linkage to the long range financial plan. Neither was there a financial connection to the hiring of the new Director for Institutional Research and Assessment, the master marketing plan, the three-year technology plan, or to a non-existent campus master plan. The strategic plan itself was aligned with the College's mission and covered a wide range of potential

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campus improvements from infrastructure to assessment, but the plan lacked a connection to the persons responsible for the initiatives or to any expected completion date. While the goals of the plan are admirable, it lacks the authority and metrics to make the initiatives a reality.

There also appears to be some conflict or confusion regarding the strategic plan. The Assurance Argument (5.A.1.) states that the College is relying less on donations to fund operating expenses, yet, the strategic plan (Objective 5.2.) states that financial campaigns would be for the purpose of providing financial, human, and physical capital essential for institutional success and viability, including support for the “full-tuition scholarships for all resident undergraduate students.” Another area of confusion concerns the meaning of having an “aggressive admissions strategy” (Objective 5. Rationale). In light of the long range financial plan’s proposed 5% growth in undergraduate students for the next three years and no growth afterward, combined with little or no growth in online, Advantage or graduate students, it seems that there is some confusion as to what an “aggressive admissions strategy” is meant to accomplish. Lastly, the newly hired Director of Institutional Research and Assessment will be encouraged to include the strategic plan as part of his approach to assessing institutional effectiveness.

These are all indications of the need for the College to monitor organizational consistency, assign names and dates to the strategic plan, and provide linkage to the long range financial plan.

Link to the article: *Strategic Assessment and Plan: A Four-Phased Approach* by John Sullivan of Regent University

[https://www.regent.edu/acad/global/publications/sl\\_proceedings/2006/sullivan.pdf](https://www.regent.edu/acad/global/publications/sl_proceedings/2006/sullivan.pdf)

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## APPENDIX E

### Minutes of the Strategic Planning Committee on November 30, 2016.

On November 30, 2016, at 9:00am a meeting of the Strategic Planning Committee was held in Jackson Hall 1.

Present: Adrian Halverstadt, Jim LeShana, Keith White, Larry Lewis, Royce Frazier, Tim Hawkins, Ryan Haase, Justin Kendall, and Tiffany Van Dame

Discussion:

Jim LeShana opened in prayer

Approval of last meeting's minutes, no changes made.

Larry gave an updated Financial Stability Plan which included adding numbers to the objectives/goals. Larry discussed the changes from the previous plan to the new plan. He is waiting on Deb for total numbers of donors.

Will be seeking "new donors"- meaning those who have stopped contributing or never have.

A discussion was brought up about the wording of decreasing donors, meaning decreasing the dependency on donors while continually increasing donations.

Keith asked if this really meant decreasing the budget line, not the number of donors.

Royce commented that the donor line is not a sustainable model, we need to make this attainable within the budget.

Keith proposed a decrease in the donation line in the 2017-2018 budget of \$40-50,000.

Adrian asked if we need to include a rationale on this document to explain this objective.

Jim proposed rewording it to be positive instead of negative so that it can be consistent with the rest of the document.

Royce proposed the new objective: "To design a sustainable model of annual funding."

There is a need to increase additional revenue streams

Larry and Royce will continue to rework the phrasing of this document.

Adrian affirmed the great work that has been done with this area.

Academics- Jim gave an update that this plan was crafted with earlier dates, not 2017-2018 school. Some events have already happened (like the Colloquium).

Keith mentioned to put new dates for next year since several of the items happen annually.

Admissions

Admissions budget for Student Ambassadors should be for 4-6 Ambassadors at 6 hours per week.

Alumni

Strategic objective #2 should be changed from international to global.

Still discussing who will be responsible for some of these items.

Keith asked if it would be possible for some of these items to be completed by volunteers.

Royce confirmed that this could be possible with the right person.

A potential goal would be to recruit a volunteer leader to oversee GAST.

Brockie Follette was mentioned as a possible leader.

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Carolyn Frazier. can help manage the information, but not necessarily be the one to create vision and execute the plan.

Campus Facilities- Lee Anders was not present to discuss.

LMS/Phone system has budgetary implications

Objective #3 relates to Smart Goals #3 & #4, but not to #1 & #2. May need some wording/placement changes.

Marketing- Ryan had no changes.

Carolyn Frazier is working to update the email contact list. It is currently up to date for graduates of the last 5 years.

Student Services- Tiffany had no changes.

Completion of the 2017-2018 plan will be dependent on spring 2017 goals/plans.

Final Thoughts/Remarks

Keith mentioned that we need to formalize this process and include any items that will affect the 2017-2018 budget. HLC wants the budget to reflect the strategic plan.

Each individual could meet with Lee to discuss the department budgets. This needs to happen before April in order for the budget to be approved by the Board in May.

HLC would like visibility and accountability of the plan. We need to celebrate the completion of goals.

One way to do this is to keep the plan present at cabinet meetings, faculty meetings, etc.

Make a strategic plan calendar that includes the dates/deadlines of each department. Keith will make this.

Adrian asked what the responsibility is for the greater constituency. We need to share this with the Board and then make it present to everyone else.

Royce mentioned that the Budget Committee needs to be larger than him and Lee.

Submitted by Tiffany Van Dame

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## APPENDIX F

### Strategic Plan Committee Minutes

01/16/18

**ATTENDEES:** Keith White, Larry Lewis, Lee Anders, Jim Le Shana, Tim Hawkins, Justin Kendall, Ryan Haase, Royce Frazier, Tiffany Van Dame, Trent Jacks, DeWayne Bryan.

18-01- Keith introduced the document Strategic Plan. He reviewed the definition of Strategic plan as focusing on the right things. Definition of the Operational Plan as getting the right things done.

18-02- Keith requested we look at the Strategic Plan and asked if there is anything left out of the Strategic Plan. Committee agreed it is accurate to date.

18-03- Keith asked for review for corrections. Jim asked if Financial Stability objective 1 and Student Services objective 2 should be more general without numbers and place numbers in the SMART goals. The committee agreed that consistency with overarching language would be seem a better model. Tiffany and Larry will wordsmith their objectives.

18-05- Keith White noted that when the questionnaire to the broader constituency for the Campus Master Plan we asked the open ended question, “What they wanted BC to keep doing?” - mentor students was #1.... by a large majority.

- Where is that in our strategic plan?
- Lee Anders observed that it might fit under either or both academic and student services.
- Keith asked if we are talking about spiritual mentoring or career.
- Royce asked if those are exclusive of each other.
- Group affirmed possibly both together in the broadest sense.
- Keith observed that we won't solve that today but should be a part of our ongoing discussions. Each area should look to see if it fits.

18-06- Tim noted that Faculty feel mentoring is valuable and adding new programs might work counter to faculty having time to do mentoring.

18-07- Jim we might need to show how we came up with these or emphases in our Strategic Plan document since the questionnaire was not part of our initial process yet yields important information to the Strategic Plan.

18-08- Keith any other evaluations or additions? None

18-09- Keith outlined how he has taken the Strategic Plan sections and compiled these in the Operational Plan document to create the two document.

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18-10- Keith asked each person to go through their section and tell Lee Anders any SMART goal that will have implications in the 2018-19 budget.

18-11- Budget Implications:

- Academics: Stipend for colloquium; future for academic programing; none under curriculum review; develop Friends leaders will have some budget impact. CMC will have a budget but should pay for itself. Don't know how to factor in scholarship budget but needs to be discussed and added. Also international travel of faculty.
- Administration: Discussion arose as to whether this section would fit under Academics or Admissions. Royce responded that it has more to do with overarching hiring of administration and faculty that might represent ethnic sub-cultures that we need to serve. It is the issue of overarching diversity in serving our mission and broader than any one priority as they exist now. The committee wished the Administration section to be rewritten to reflect this more accurately.
- Admissions: Purchase of names; ambassadors to work through the summer to not loose students from the admissions process.
- Facilities: most are already in the budget.
- Financial: Endowment campaign might have some additional brochure for planned giving and possible travel.
- Marketing: no additional
- Student Services: Add diversity week into the budget.

18-12- Trent Jacks observed in the college might consider a policy that would take, for example, 1% of any endowment gift from the principle and place it into the advancement budget in order to fund our efforts to secure additional endowment gifts. It would be a way for an endowment giver to build the endowment by sharing the story with others.

18-13- Keith asked how this past year's model has worked for us.

- The plan needs to be shared with faculty and staff
- Faculty and staff need to be invited to join the plan process now that the areas and goals are better defined.
- It has become a key document in keeping us focused. It is becoming a part of our work on a daily basis as a guide.
- Affirmation for the guidance and work of Dr. Keith White as he has lead us into a new era of Strategic Planning for Barclay College. Bravo Keith!

18-14- DeWayne Bryan closed the meeting in prayer

The Strategic Plan Committee adjourned to meet at next called session

Respectfully Submitted,

Royce Frazier

01\_16\_18

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## APPENDIX G

### Barclay College's Strategic Plan Initiatives 2018-2021

#### ACADEMICS

Strategic Objective # 1: Develop new academic programs that help Barclay College continue to accomplish its overall mission.

Strategic Objective # 2: Foster academic excellence.

Strategic Objective # 3: Develop Friends Leaders.

#### ADMINISTRATION

Strategic Objective # 1: Establish networking relationships between Barclay College and the growing cultural/ethnic sub-groups we serve and might serve in the future.

Strategic Objective # 2: Develop the next generation of leaders for Barclay College

#### ADMISSIONS

Strategic Objective #1: Increase the percentage of applicants that enroll and are retained.

Strategic Objective #2: Research and Implement current and new technology to improve interactions with prospective students.

#### ALUMNI

Strategic Objective # 1: Recruit someone to lead the alumni initiative

Strategic Objective # 2: Develop a National Alumni Organization

Strategic Objective # 3: Develop a Global Alumni Support Team (GAST)

#### CAMPUS FACILITIES AND TECHNOLOGY

Strategic Objective # 1: Continual Review and Updating of IT Infrastructure

Strategic Objective # 2: Initiate Campus Master Plan

#### FINANCIAL STABILITY

Strategic Objective #1: Increase the donor base.

Strategic Objective #2: Design and implement a more sustainable model of funding for the annual fund budget.

Strategic Objective #3: Create and execute new capital campaigns for the future development of Barclay College.

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## MARKETING

Strategic Objective #1: Sustain application numbers for degree programs

Strategic Objective #2: Reach out to potential students (2018, 2019, & 2020)

Strategic Objective #3: To provide resources for the endowment campaign

## STUDENT SERVICES

Strategic Objective #1 – Develop an effective “First Year” program.

Strategic Objective #2 – Average 70% retention from fall to fall for FTFTFR campus students and average 8 students per online course.

Strategic Objective #3 – Create a culture on campus that fosters spiritual growth.

Strategic Objective #4 – Create a Career Services Department

Strategic Objective #5 - Provide health and fitness strategies for students on campus.

