

CCC Strategic Plan 2022 to 2026

PREFACE

Letter from the President

A strategic plan must be considered by the legal definition, an “ambulatory” document, meaning that it may be changed and updated at anytime. It is a working document that must be used and reviewed continuously and adjusted based upon financial conditions. This document is a “starting anew” document. We are coming off of a very successful five-year strategic plan. We have survived and thrived during the COVID beginnings and have continued to grow. In addition, we are focused on implementing the mandate and intentions provided in the **Equality Act**. At this point, this concept has been heavily interwoven into the college.

Community Christian College (cCc) constructed this document at the grassroots level by compiling individual and group input, including all the staff and the Board of Trustees. Currently, the theme presented and interwoven into this updated plan is, **“Equity, Diversity, and Inclusion.”** We are very excited about the concept of equity and inclusion. It is clear that our students need more equity! We look forward to the government “stepping up” and sharing more resources for our students to so everyone true equity.

To this end, the cCc strategies included the following:

1. A redraft or edit of the college’s mission and vision statements and core values.
2. Development, dissemination, and publication on the college website of a diversity, equity, and inclusion value statement from the board
3. Developed broad policies about eliminating barriers to access, success, and completion in all college departments and programs.

cCc is growing and evolving with a new model for all colleges and university to follow in the future and must continue to become more than just an organization. We must learn to function as a self-sustaining institution for the stake of our students. We must stay focused on the spiritual aspects of our mission statement as we experience these modern times.

We have made substantial efforts to make the same opportunities available to on-campus students to the off-campus online students as we could possibly deliver. We are unique in being a college that must help its students transfer to other colleges and universities. This opens tremendous opportunities that traditional four-year colleges and universities cannot provide to their students. This plan focuses on what makes us unique, how to we succeed in this new market place, and implementing the Equality Act.

Brian J. Carroll, J.D.
President
September 2, 2022

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Chapter 1

Strategic Planning and Integrated Assessment

This strategic plan is a comprehensive document defining the goals, objectives, strategies, and timelines to be used by everyone who has a role with the college. This includes input from the community, the Board of Trustees, the staff, and faculty. The Board of Trustees has set up sub-committees to review and make policy recommendations to the general board for the strategic plan,

Additional review by the general body of the board includes adoption of the cost of attending, new program offerings, budget ratification, and capital initiatives, and the results have been documented in the minutes.

The integration of the assessment tools used throughout the year begins with the Faculty Senate and the Curriculum Committee. Additional data collected from the assessments were distributed to various departments. The conclusions gathered by the Faculty Senate and the Curriculum Committee were presented to the Vice President of Academic Affairs to be reviewed by the senior staff for inclusion in the strategic plan. A focus for the current year was on the program's overall effectiveness.

Assessments involving the other non-academic units were reviewed by the departments involved. This information, once reviewed and narrowed down, was added to goals and objectives for each department. This includes a list of major goals with accompanying action items for each goal with both strategies and timelines. Many of these metrics occur year-round which is reviewed on an on-going basis to allow for appropriate adjustments to the strategic plan.

These assessments include:

- Matrix monitoring of the curriculum
- Curriculum integration to Institutional Objectives
- Analysis of current year data from all sources
- Review of survey results of board members

Chapter 2

Mission Statement and Objectives

MISSION STATEMENT

Community Christian College serves primarily urban communities with an Associate of Arts in Liberal Arts degree to foster diversity, equity, and inclusion in the learning process and to educate students in a Christian worldview by developing the skills, competencies, and character to engage and thrive in our diverse world.

OBJECTIVES

The Objectives were reviewed in September of 2022, by the board approved and implemented the following measurable objectives in accordance with the recommendation of the visiting TRACS team for the 10-year affirmation given in 2021:

In keeping with the mission of cCc, students are expected to meet certain outcomes upon graduation. These foundational goals are based upon specific measurable objectives as articulated below and measured in the institutional assessment plan.

Students completing their course of study in the Associate of Arts in Liberal Arts at cCc will be able to:

1. Demonstrate a foundational knowledge of the Scripture
2. Demonstrate the ability to effectively communicate in written and oral form
3. Demonstrate analytical reasoning skills with the ability to interpret and integrate knowledge
4. Demonstrate the ability to conduct basic research

Institutional Responsibility for Meeting Objectives:

All functions of cCc's organization relates directly to the objective needed to be achieved by the students upon graduation. To that end, each department will take the following responsibility.

1. Administration: Serves to enable success by hiring qualified personnel using diverse committees trained in equity, diversity, and inclusion, promoting appropriate job training and continuing education, and ensuring the accomplishment of the objective.
2. Admissions: To admit students who are seeking an opportunity to increase their grade point averages in an effort to attend a four-year college and graduate.
3. Student Services: Demonstrate equity, diversity, and inclusion in the administration of the student government and while engaging in providing students with extra-curricular activities.

4. Education: Provide students with a Christian Worldview through-out the curricula, provide Chapel opportunities to all students, local and remote, develop within the students:
 - a. Appropriate associate degree level reasoning skills allowing for success at a four-year college
 - b. Appropriate associate degree level writing skills allowing for success at a four-year college
 - c. Appropriate associate degree level research skills allowing for success at a four-year college
5. Faculty: To develop course materials that adequately reflects the objectives of the institution, to continue to develop a personal level of skill within their field of study, and to be well-versed in equity, diversity, and inclusion.
6. Library: Assess the needs of the educational program and its emphasis electives and provide access to the appropriate level of research materials to graduate with an associate degree.
7. Facilities: Assess the needs and provide the appropriate facilities to support the educational and athletics requirements of the students
8. Fundraising: Seeks to provide the financial resources necessary to support the educational and athletic program objectives.
9. Students: Students should provide their reasonable best efforts to support the institutional objectives, display equity, diversity, and inclusion in all they do, and to make themselves available to the all the opportunities made available by cCc.

Chapter 3

Philosophy of Education And Institutional Purpose

PHILOSOPHY OF EDUCATION

Community Christian College offers a quality education equipping students for a life of service to Christ, the church and society, in the context of the Christian faith.

Thus, we believe it is essential for students to have some genuine understanding of basic areas of knowledge such as history, literature, the natural sciences, psychology, theology, and sociology. These and other subjects are the “Liberal Arts.” These traditional fields of learning focus on understanding: (1) the physical world, (2) what it means to be human, and (3) what it means for humanity to live together in society. The Liberal Arts are studies which provide the basic knowledge and intellectual skills for critical thinking and lifelong learning. To this end, the CCC curriculum has been designed.

How may a liberal arts education fit into your plans?

Four-year colleges and universities typically divide bachelor’s degree studies into two parts: (1) General Education requirements and (2) the student’s major. A Major is a sequence of courses in one specific field, taken in the student’s junior and senior years (“upper division courses”). These courses provide the student with specialized knowledge in a chosen field of study. General education requires and provides the student with introductory courses in different fields of study in the freshman and sophomore years (“lower division courses”).

Community Christian College’s Associate of Arts in Liberal Arts degree program is designed to provide the general education necessary to graduate with a bachelor’s degree from allied four-year colleges and universities. We offer a two-year completion course of study. This program is intended to satisfy the lower-division general education requirements at most four-year colleges and universities. (Under Academics, see Transfer of Community Christian College Credits to Other Institutions, for important qualifications.)

What are the distinctive features of Community Christian College?

- Small classes on campus and online: approximately 30 or fewer students per class, providing a personal and nurturing setting for learning.

- A highly trained and experienced faculty: all instructors have, at minimum, eighteen units or Master's Degrees in the subjects being taught.
- Two-year curriculum: the College's program of courses provides an excellent education while allowing maximum flexibility to transfer to four-year colleges and universities.

Chapter 4

Key Support Groups and Brief History

FINANCIAL SUPPORT GROUPS

Support groups are vital to the success of a college. This could not have been more evident than the support given from donors over the past few years to CCC. Nearly two-thirds of the revenue last year came from the donors. While the support is more than just welcomed, it was necessary since enrollments were down. This position was corrected by 2020. With an increase with enrollments, more aid was obtained from Title IV to offset the large amount of donations. In addition, several unexpected donations and grants were given to CCC to survive the COVID-19 pandemic restrictions from various sources including private party donations, the County of San Bernardino, and the Department of Education. This turned-out to be a very welcome contribution. We have hired a professional FA Consultant to help CCC make the right choices for spending the COVID-19 money.

The original support was due to the solid mission statement of the college. It is common to hear the mission statement repeated multiple times during board meetings by the chair of the board of trustees. The need to help underserved urban communities to foster student learning and to educate students in a Christian worldview by developing the skills, competencies, and character to engage and thrive in our diverse world has allowed the board to successfully raise the support CCC needed at the time. Our donor list includes:

- Churches of different dominations
- Individual pastors of various faiths
- Individual contributors with a passion for education and a Christian worldview
- Several companies
- And now, more athletic donors are joining us

There are too many individuals and groups vested in CCC and its mission to allow it to lose its way. Changing or substantially modifying the mission statement at this time would greatly undermine the support of the college's donors.

An over-dependency on donations is not wise for the survival of a college. Using this Strategic Plan as a guideline, this has been corrected since September 2020.

BRIEF HISTORY

In the early 1990s, thinking, praying, and planning began among a group of educationally and spiritually adventuresome people in Redlands, California. The early

planners agreed that there was a place for a new institution of higher education in Southern California, one which would be:

- Distinctively Christian, joyfully celebrating faith in Jesus Christ, and honoring Christian values in both thought and practice.
- Academically excellent, with highly qualified faculty who are dedicated to teaching and leading students to acquire the intellectual skills and knowledge necessary for a superior general education.
- Nurturing and supportive, where small classes and personal attention foster a close-knit community of genuine friendship and camaraderie.
- Affordable, bringing a high-quality Christian college experience at a reasonable cost within reach of all college-bound students.

The College was incorporated in June 1994 as a nonprofit corporation for the public benefit. It is governed by its own self-perpetuating Board of Trustees, and, as such, is legally and financially independent of any church, denomination, or educational institution. The College's trustees, now 16 in number, include educators, businesspersons, pastors, and leaders of Christian non-profit organizations, all representing a wide range of denominations and Christian fellowships. In August 1995, the College received conditional approval to operate from the agency of the State of California known as the Bureau for Private Postsecondary and Vocational Education.

Instruction began in September 1995 with a first class of 10 students. In October 1996, the College received from the Bureau approval to operate and to grant degrees. The College celebrated its first class of graduates in June 1997. The College prepares students to be ready to transfer to senior colleges and universities to complete their bachelor's degrees.

Chapter 5

Strategic Plan Document Structure

The plan starts with an combined overview SWOT analysis. The following sections of this plan are based on a five-year plan and are presented in the following areas:

- SWOT Analysis
- Review of Board of Trustees – Organizational Priorities
- Planning Assumptions
- Academic Affairs
- Enrollment Management
- Student Services
- Athletic Program
- Facilities and Equipment
- Campus Operations
- Finances
- Institutional Advancement

The above areas are broken-out and structured as follows:

- Expanded Statement of Purpose
- Goal Statement
- Objectives
- Responsible Persons
- Timeline
- Financial Projections
- Strategies

Chapter 6

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, and Review of Board of Trustees Survey Results

SWOT

Discovering the institution's Strengths, Weaknesses, Opportunities, and External Threats (SWOT) is an exercise that is essential in developing a strategic plan. Discussions were held with Financial Aid, Admissions, and Academics Departments. This list was updated and reviewed by an ad-hoc committee representing the Board of Trustees, Operation Officers, and the VP of Academics in April 2021.

Strengths

1. Allow students access to education – open admissions
2. Provide quality education
3. Provide affordable education
4. Assist students with questions and learning course materials (Professors and mentors)
5. Provide guidance with “second chances” on papers and assignments.
6. CCC provides a high-quality, Christian-based, college education at an affordable price for students many of whom are from lower socio-economic backgrounds who otherwise would have very limited or no ability to receive a Christian college education.
7. CCC has been very innovative -- e.g., on-line classes which allowed us to continue during COVID; MOU's; NJCAA in 2 locations
8. Growth in the number of students served
9. Growth in financial strength
10. Experienced and committed leadership team
11. President Carroll's experience and commitment to serving the kinds of students who attend CCC, and his mindset for innovation and having a knack for knowing what is important and focusing on that.
12. Committed group of employees who are growing in their skill sets
13. There is a commitment by the leadership to rely on the Lord and pray to him. There are a number of very godly people in leadership who point people to the Lord.
14. Our compensation and benefits are in line with organizations our size.
15. CCC provides a high-quality, Christian-based, college education at an affordable price for students many of whom are from lower socio-economic backgrounds who otherwise would have very limited or no ability to receive a Christian college education.
16. CCC has been very innovative -- e.g., on-line classes which allowed us to continue during COVID; MOU's; NJCAA in 2 locations,
17. Growth in the number of students served.

18. Therefore, growth in financial strength.
19. Experienced and committed leadership team.
20. President Carroll's experience and commitment to serving the kinds of students who attend CCC, and his mindset for innovation and having a knack for knowing what is important and focusing on that.
21. Our Lord, God, is our primary source of strength (Eph 3:19-21), And our Christ-centered leader, President Carroll, is close behind, leading us "out of the dark," and into a bright future! "All glory be to God?"
22. Committed group of employees who are growing in their skill sets.
23. There is a commitment by the leadership to rely on the Lord and pray to him. There are a number of very godly people in leadership who point people to the Lord.
24. Our compensation and benefits are in line with organizations our size.
25. Bilingual support staff
26. We provide great customer service to students
27. We build solid relationships with both students and parents to facilitate the education of students from start to finish.
28. The internal team works well together and we dissolve any issues quickly and maintain professionalism.
29. Lean operation model, which helps to keep our budget under control. And we could relatively easily scale up or down.
30. Our online modality fits well the trend of higher ed leaning towards online due to the pandemic.
31. Christian Institution – adds quality to the instructional program and fills a need in the market devoid of authentic Christian institutions.
32. Excellent leadership
33. Excellent, efficient and cost-effective online curriculum and instructors
34. That we are an online institution that teaches critical writing skill, that also allows students to have full time employment without limitation to their work schedule.

Weaknesses

1. Our young students fresh out of high school
2. Management control limited in nationwide operation
3. Need for communication – appearance of not caring
Complaints from students, parents, internal staff –
Often no response or no follow-up regarding phone calls or email messages that are sent.
Information given is sketchy and people are left "hanging."
(i.e. Admissions – reason for ACA assignment versus where to find CCC classes)
(i.e. Financial Aid – need for help in understanding what is required)
4. Need for organization – methodical and efficient
5. Need for coordinated teamwork (meeting deadlines, etc.)
6. The past problems with the finances (old unpaid notes, IRS debt) have been a "drag" on the school and continue to negatively affect us, including keeping us on HCM-1, impacting our ability to get credit, tying up cash, etc.
7. Switching systems for student information and financial aid has put stress on our people and processes.
8. Processes need to be better documented.
9. Communication especially between departments needs be improved.

10. Some staff need more training and experience to do their jobs more effectively.
11. Fund development system needs to be developed.
12. Most of the people on the leadership team, while very experienced. is also all near, at. or beyond retirement age.
13. We get a lot of complaints about people not being able to reach anyone at the school when they call, text, or e-mail. We may need to improve the way we handle incoming communications to be able to provide better and timelier service to students, parents, MOU's, other staff, etc.
14. We do not have a solid enrollment/FA process
15. We do not have outside donors/scholarships
16. We chase students to enroll rather than the students chasing us
17. We do not verify real information so we get a lot of hangs up and cursed outs when we call to complete processes.
18. The financial difficulty from a few years back is still dragging our feet. We need to continue our stride in establishing the financial stability.
19. Not enough brand recognition.
20. How do we make our mission better known to the world? Even in Redlands, we have people (even Christian fellows) that we don't know us.
21. Retention
22. Lack of communication
23. To many students complaining about their inability to speak or get return calls from the school
24. We get dinged quite a bit for not having a website that depicts a Division I Program
25. We suffer from lack of marketing to a degree and the battling of legitimacy
26. Students not being able to navigate with the switching of the new systems
27. Financial and legal burdens created in the past by prior management teams

Opportunities

1. Connecting with students (and parents) with information about CCC.
2. Requirement to read or become familiar with the catalog.
3. Reach out to potential MOU Holders who have "found" us.
4. Fundraising.
5. Continue to expand the NJCAA programs.
6. Continue to expand the MOU programs.
7. Look for other programs (e.g., music, etc.) that would attract different types of students.
8. WASC accreditation.
9. Develop relationships with our surrounding neighbors in hopes of gaining monetary donations/support.
10. We have a unique market that needs our service. If we could expand using our Detroit model, we can help more people.
11. Build exceptional financial strength
12. Build out athletic programs, MOUs
13. Methods of conflict resolution, accommodating rapid growth, funding athletic programs (evaluating which ones are cost effective and which are not), MOU surveillance - i.e. integrity of coaches
14. Continue to expand the NJCAA programs.
15. Continue to expand the MOU programs.
16. Look for other programs (e.g., music, etc.) that would attract different types of students.

17. WASC accreditation.
18. That we are an online institution that teaches critical writing skill, that also allows students to have full time employment without limitation to their work schedule.
19. Being a part of the NJCAA has greatly improved our enrollment throughout the US, being the only school in California our name has reached to other countries.
20. Ability to expand nationally
21. Possibilities of expanding vertically into graduate programs and horizontally
22. Adding back into the mission statement the commitment to transfers which will help s dissipate and unfounded criticism that CCC should have more graduates.

External Threats

1. Abuse of the institution (its name and structure)
2. Affiliates dispensing incorrect information
3. Decrease in student population (due to lack of communication)
4. Governmental investigation (due to complaints)
5. Onerous regulations coming from USDOE, state agencies, TRACS, etc.
6. CRT, DEI, and related un-godly cultural influences or even mandates that threaten our operations and perhaps even our curriculum or mission.
7. COVID or some other disease that affects our students, staff, and/or operations; and various governments' related mandates related to it.
8. "Rogue" coaches or MOU holders negatively impacting our students and/or our reputation.
9. Society value is changing. How do we bridge that with our Christian faith foundation
10. HR conflict and resolution
11. Competition with other colleges
12. Discrimination for transfer grades.
13. Challenges in controlling the use of the college's name and identity by people both affiliated and non-affiliated creating legal and public relations issues with resulting diversion of executive energy and institutional resources
14. The macro-economic direction of the nation will pose a challenge
15. Will other colleges copy of CCC plan?
16. Will religious colleges be placed under unfavorable regulations?

Review of Board of Trustees Survey Results

The complete formal assessment of the board surveys is included in Attachment A. Here is a summary of the results:

- Self-Evaluation and Board As A Whole

Areas To Be Enhanced	Suggests or proposes strategic growth initiatives? Shows Commitment to Institution through prepared discussion of Agenda
Areas For Quick Wins	Committed to strategically put CCC in a position of success for the short & long term
Areas for DEEP-DIVE CI Strategy Execution	Actively works to expand knowledge of CCC capabilities in local and state communities Suggests relationships that might add to enrollment

➤ Priority

Areas To Be Enhanced	Get off Heighten 1 cash monitoring with the DOE Increase enrollments
Areas For Quick Wins	Develop more NJCAA sports programs Develop a marching band and cheerleading Develop a Cheerleading Squad
Areas for DEEP-DIVE CI Strategy Execution	Updating and review the curriculum - Academics Have staff attend DOE Financial Aid workshops - Operations Review of contracted programs (Memorandums of Understanding) to include an on-going training program - Operations Increase retention efforts - Operations

Chapter 7

Strategic Planning Assumptions

Successful planning is based, in part, on internal and external factors. An examination of these environmental factors enables an institution to respond appropriately and plan strategically. Failure to consider and respond to critical challenges facing the organization will certainly result in institutional stagnation or decline.

By way of review, please note a few of the accomplishments of the past ten years:

- Achieved a 10-year reaccreditation with TRACS
- TRACS hired our employee to work for them full-time
- A member of the institution has served on several TRACS visiting teams
- Maintained a solid education experience for students
- Moved to a beautiful campus location
- Employed and promoted qualified, experienced, and gifted personnel in key positions: VP of Academic Affairs, VP of Financial Aid, VP of Compliance, Regional VP/Online Support Center Director in Michigan, and VP of Finance.
- Board of Trustees make-up now includes two women; one is Hispanic and the other a Naturalized Chinese National.
- Obtained a great number of transfer/articulation agreements with exceptional 4-year institutions.
- Added Arizona State University to the list of institutions accepting CCC credits.
- Obtained full status (eligible for bowl games) with the NJCAA, Div I. on-campus and Michigan
- Purchased an online support facility in Detroit, Michigan.

Based upon the results of several Board of Trustees surveys (see Attachment A), the combined SWOT analysis shown in Chapter 6, informal interviews and observations, student surveys and evaluations, donor and alumni feedback, the following weaknesses have been identified and planning assumptions have been developed:

1. The affects of the new Equity Act is becoming more known over time. Working to integrate diversity, equity, and inclusion into the curriculum, policies and procedures.
2. The cost of marketing colleges is very expensive, and the market is saturated.
3. We are seeing increasing enrollments and lower cancel rates.
4. While drop rates are high, transfer and graduation rates are very good.
5. Although much effort and resources have been implemented to help reduce the drop rate, more methods must be developed to increase retention.
6. After COVID, all courses remain online.
7. Board of Trustees review P&Ls and balance sheets every meeting.
8. Board of Trustees is held quarterly or even more often.
9. Board of Trustees is trained annually on Harassment, Title IV, and Governance.
10. Learning models are inverting, and it is getting very difficult to distinguish a classroom delivery system from an online delivery system. (Students in inverted

learning work online before class listening to prerecorded lectures and completing related activities reserving class time for problem solving, projects, authentic applications, and reflection.

11. All departments are continuing to request support staff as enrollment grows.
12. A complete employee benefit package is offered.
13. More HS students are participating in sports programs.
14. Needing more buses and fields for the sports programs.
15. CCC has been blessed to see growth, both remotely and on-campus.
16. Room to develop more sport programs in California and Michigan still exists.

Chapter 8

**THE STRATEGIC PLAN:
GOALS, OBJECTIVES AND STRATEGIES**

- I. **Equity Act** With the rules being developed under the new Equity Act, the following items are recommended for review by the Association of Community College Trustees (ACCT).

II.1 GOAL - Grants to help students short of funds to graduate

OBJECTIVES

- A. If small amounts on the student's accounts are stopping them from graduating, a scholarship is needed.
- B. Create a President Scholarship Fund to meet that need

RESPONSIBLE PERSONS

President
VP of Finance

TIMELINE

April 2023

FINANCIAL PROJECTION

\$ 1500.00 per student

STRATEGIES

- A. Create wording
- B. Approval by Board of Trustees
- C. Added to catalog and website

II.2 GOAL – Addressing food and housing insecurity

OBJECTIVES

- A. Set up a need identification process
- B. Work with coaches and the student government
- C. Develop resources like the training funds offered by Goodwill in San Bernardino

RESPONSIBLE PERSONS

President
Director of Student Services

Athletic Director
Coaches

TIMELINE

April 2024
 Gather data
December 2024
 Have process in place
Annually
 On-going Support and review

FINANCIAL PROJECTION

\$ 0.00 for the college and cost, but funding for students directly

STRATEGIES

- A. Add tracking requirements to the appropriate tracking documents
- B. Work with coaches to assess current need
- C. Provide support materials such as community outreach locations for those with insecurities.

II.3 GOAL – Using Open Education Resources (OER) to reduce cost of books and supplies

OBJECTIVES

- A. Identify sources for faculty members
- B. Add to training for the on-boarding process for faculty

RESPONSIBLE PERSONS

VP of Academics
Registrar
Mentors

TIMELINE

April 2023
 Gather data
 Start training faculty on how to use the sources
Annually
 On-going review

FINANCIAL PROJECTION

\$0.00 (savings to student roughly \$300 a quarter)

STRATEGIES

- A. Identify sources
- B. Add sources to the curriculum development policy
- C. Train faculty on how to use the sources
- D. Add to all courses, if possible

II.4 GOAL – Partnering with parents to provide educational support

OBJECTIVES

- A. To help retention rates
- B. Further assist students in focusing on their studies

RESPONSIBLE PERSONS

VP of Academic Affairs
Director of Student Services
Registrar
Lead Mentor

TIMELINE

April 2023
 Gather data
December 2023
 Implement Plan
Annually
 Review program success rate (retention)

FINANCIAL PROJECTION

From the Student Services budget of \$60,000, allocate funds as needed.

STRATEGIES

- A. Partnership with coaches and student government to find parental support
- B. Set up a formal training program if possible

II.5 GOAL - Improving the FAFSA process with an independent consultant

OBJECTIVES

- A. Helping students process and understand what data to include in the FAFSA
- B. Provide an easier way for students to move questions they have from the Admissions office to the FA office

- C. Help them understand what FA obligations mean once they stop attending

RESPONSIBLE PERSONS

VP of Financial Aid
FA Consultant
Director of Admissions

TIMELINE

October 2022
 Gather data
December 2022
 Implement a plan

FINANCIAL PROJECTION

\$5,000.00

STRATEGIES

- A. Begin search process by October 2022 year.
- B. Interview applicants and hire the leading candidate.
- C. Repeat this process for each position.
- D. Budget accordingly.

II.6 GOAL – Flexible curricular offerings

OBJECTIVES

- A. Make attending cCc a very supportive process (we do not blame the student here)
- B. Keep in mind the needs of our students including their diversity and their needs for equity and inclusion

RESPONSIBLE PERSONS

President
VP of Academic Affairs
Faculty Senate
Curriculum Committee

TIMELINE

April 2022
 Gather data
December 2022
 Implement a plan for the 2022
Annual Review

On-going

FINANCIAL PROJECTION

\$0.00 due to integration with current job descriptions

STRATEGIES

- A. Begin with the VP of Academics
- B. Set up a review by the curriculum committee
- C. Add suggested strategies to the existing curriculum development policy guide.

1. ACADEMIC AFFAIRS

1.1 GOAL – Continue to develop formal annual assessment plan analysis implementation.

OBJECTIVES

- A. Collect existing data
- B. Integrate into the yearly planning process.

RESPONSIBLE PERSONS

President
VP of Academic Affairs

TIMELINE

October 2021

Results: New DEI 1.5 unit course added to the curriculum. Two more DEI 1.5 unit courses are in the development process. One approved by the Faculty Senate and Curriculum Committee and being developed. The final course to be deliberated at the Fall 2022 Faculty Senate and Curriculum Committee. Annual Assessment Plan Analysis indicated that students are having issues with the English and Math quarter. It was agreed to move those courses to the second year set of quarters.

On-going

Gather data including, faculty, student, alumni, employer, and student exit surveys
Present to senior staff for inclusion in Strategic Plan.

FINANCIAL PROJECTION

\$ 6,000 Compiled by a professional consultant

STRATEGIES

- A. Expand steps outlined under “Timeline” into a detailed process.
- B. Educate all constituencies regarding the process.
- C. Work the process with accountability from the VP of Academic Affairs and the VP of Compliance.

1.2 GOAL - Review of Program Learning Objectives

Review of current educational programs and implement, if necessary, using program level surveys from graduating students. Review the need for increasing the sciences in the degree program. Review graduating student’s survey of meeting the program objectives and implement changes if necessary.

OBJECTIVES

- A. To introduce modifications to current core curricula
- B. To construct and recommend additional courses

RESPONSIBLE PERSONS

VP of Academic Affairs
VP of Compliance
Curriculum Committee
Faculty Senate

TIMELINE

September 2021	Review and make recommendations
October 2021	Senior Management review
Results: Accounting to the formal analysis, opportunity exists on how to teach more general technology, society interaction, and ethnicity and inclusion. Three DEI courses are being introduced and more staff has been added to the student services department to help students better understand the technology.	
September 2023	Review and make recommendations
October 2023	Senior Management review

FINANCIAL PROJECTION

\$ 6,000 Compiled by a professional consultant

STRATEGIES

- A. Assign the project to select committees.
- B. Explore options through other institutions involved in similar educational programs.
- C. Make recommendations.
- D. Obtain TRACS approval if necessary.
- E. Implement when approved.

1.3 GOAL - To systematically evaluate professor evaluations

OBJECTIVES

To evaluate the curriculum offered by the institution, conduct comparative curriculum studies, and make curricular changes as needed.

RESPONSIBLE PERSON

VP of Academic Affairs
Director of Student Services
Curriculum Committee
Faculty Senate

TIMELINE

On-going

October 2021

Results: Surveys are collected by the Director of Student Services and distributed to the VP of Academic Affairs and the Professors. Currently, the year's worth of data is being compiled for inclusion in Assessment Plan Analysis.

FINANCIAL PROJECTIONS

None

STRATEGIES

- A. Involve faculty to analyze the curriculum in their respective majors.
- B. Conduct comparative curriculum studies.
- C. Recommend curricular changes.

1.4 GOAL - Music Program – Michigan

In an effort to find more diversity in the elective curriculum with the idea of graduating and transferring them to four-year colleges, a music elective program was implemented in Michigan.

OBJECTIVES

- A. Investigate the need for such a program
- B. Investigate the type of training needed for the professors
- C. Make a recommendation to senior management as to future potential in moving forward with a program.

RESPONSIBLE PERSON

VP of Academic Affairs

TIMELINE

November 2022 Implemented program
On-going

FINANCIAL PROJECTION

\$5,000 funding has been allocated for the November 2022 performance.

STRATEGIES

- A. Assign the project to select committees.
- B. Explore options through other institutions involved in similar educational programs.
- C. Make recommendations.
- D. Obtain TRACS approval if necessary.
- E. Implement when approved.

1.5 Introduce two new programs

OBJECTIVES

- A. Review the following degree programs
 - a. AS Pre Engineering
 - b. AS Pre Nursing

RESPONSIBLE PERSONS

VP of Academic Affairs
VP of Compliance
Curriculum Committee
Faculty Senate

TIMELINE

June 2024 Pre Nursing
January 2025 Pre Engineering

FINANCIAL PROJECTIONS

\$6,000 funding will be needed for implementation per program.

1.6 GOAL - To employ additional faculty members holding Doctoral degrees from accredited institutions in anticipation of growth.

OBJECTIVES

To employ additional faculty member in the Arts and Sciences area

RESPONSIBLE PERSONS

VP of Academic Affairs

President

TIMELINE

September 2023
September 2024

One in 2023 depending on growth
One in 2024 depending on growth

FINANCIAL PROJECTION

\$200,000 with benefits

STRATEGIES

- D. Begin search process
- E. Interview applicants and hire the leading candidate.
- F. Repeat this process for each position.
- G. Budget accordingly.

1.7 GOAL – Faculty Education and Training (DEI)

OBJECTIVE

- A. Allocate funding
- B. Develop a fair, diverse, equitable, and one of inclusion system to train faculty.

RESPONSIBLE PERSONS

VP of Academic Affairs
Faculty Senate

TIMELINE

September 2022
Allocate funds
Set up a distribution timeline based on faculty needs
Annual Monitoring
On-going

FINANCIAL PROJECTION

Full-time faculty: \$1,000 and Part-time faculty: \$100.00 towards online training, if requested.
Total: \$3,500

STRATEGIES

- A. Focus on the needs of both full-time and part-time faculty
- B. Train the faculty on diversity equity, and inclusion needed to distribute the funds.

2. ENROLLMENT MANAGEMENT

2.1 GOAL- Increase enrollments

OBJECTIVE

The objective is to increase enrollments and to clarify existing job roles and responsibilities. Currently, not much recruiting is occurring and the admission representatives are focused more on processing paperwork and tracking student progress.

RESPONSIBLE PERSONS

VP of Finance
 Director of Admissions
 President

TIMELINE

On-going	Develop clusters of online students
On-going	Hire additional support at needed

FINANCIAL PROJECTION

\$55,000	F-T Admissions Representative
\$55,000	P-T Enrollment Specialist
\$5,000	Travel Expenses to Michigan

STRATEGIES

- A. Continue to develop clusters of online students at churches and schools by sending admission representatives to develop.
- B. Pay for a retention officer to support online students at cluster locations.
- C. Better utilize existing talent by targeting the neighboring states for aggressive recruiting efforts including scheduling of Church visits, Christian school visits, Public school visits, Bible conferences, and College Fairs.

2.2 GOAL - To increase and maintain enrollment at a projected level

OBJECTIVES

To progressively increase total enrollment

RESPONSIBLE PERSONS

President
 Director of Admissions

TIMELINE

Projected and Actual Starting Numbers for Fall

2021	600 (615 actual FTE)
2022	900 (888 actual starting FTE)
2023	900
2024	1000

FINANCIAL PROJECTION

See details in budget forecast located in Attachment B

STRATEGIES

- A. Target inner city youth with offering second chance sport programs to help students transfer to four-year colleges.
- B. Increase visits to schools, churches, Bible conferences and college fairs in the area
- C. Target neighboring states to increase our exposure in the primary areas through clustering.

3. STUDENT SERVICES

3.1 GOAL – TO INCREASE RETENTION

OBJECTIVE

While graduation and transfer rates are high, we need to maintain a retention rate above 50% through the re-activation of the Federal Student Worker Program and to utilize local ministers, coaches, and HR departments to support online students retention in groups (clusters).

RESPONSIBLE PERSONS

VP of Academic Affairs
VP of Compliance

TIMELINE

On-going

FINANCIAL PROJECTION

\$55,000 Mentors/Tutors
Review of funding to support transportation to games and cluster support.

STRATEGIES

- A. Local area retention coordinators will provide motivation, pastoral support, and tutoring if necessary for students in their clusters

- B. Integrate the support of trained student tutors
- C. Utilize VP of Compliance’s dissertation work to train student workers
- D. Continue to track exit surveys
- E. Act on exit survey data as appropriate
- F. Encourage students to discuss problems, questions, and complaints with the VP of Academic Affairs.

3.2 GOAL - To educate faculty, local retention officers, and staff concerning the need for retention

OBJECTIVES

- A. To make student retention “everyone’s responsibility”
- B. To maintain a student-friendly collegiate atmosphere

RESPONSIBLE PERSONS

VP of Academic Affairs

TIMELINE

On-going

FINANCIAL PROJECTION

No additional resources required (at this time)

STRATEGIES

- A. Set up formal training for cluster locations.
- B. Create better contracts showing more accountability
- C. Conduct training for faculty, local retention officers, and staff during in-service
- D. Act on student surveys and suggestions as appropriate
- E. Evaluate retention percentage annually

3.3 GOAL - To provide ample safety and security on campus

OBJECTIVE

Implement a plan to maintain campus safety and security

RESPONSIBLE PERSON

President
VP of Academic Affairs
VP of Compliance
Director of Student Services

TIMELINE

On-going

FINANCIAL PROJECTION

No additional financial resources required

STRATEGIES

- A. Collect crime statistics from area police stations (Ongoing)
- B. Submit to appropriate reporting agencies and post results on the website.
- C. Educate employees and students regarding campus safety and security
- D. Make sure lighting in the parking lot is maintained

3.4 GOAL- To provide sufficient and well maintained facility as we grow

OBJECTIVE

Provide adequate classroom and office space to keep up with the growth.

RESPONSIBLE PERSON

Chair of Board of Trustees
President
VP of Finance

TIMELINE

On-going
October 2022 Moved remaining library book to a sealed container purchased by the college
December 2023 Leases are up and will need to evaluate new locations and possible purchases

FINANCIAL PROJECTION

We are expecting the cost to go up substantially due to being in California and the current inflation rate.

STRATEGIES

- A. List all the areas needing maintenance
- B. Prioritize areas of maintenance need
- A. Purchase the needed materials
- B. Implement the maintenance work

4. Athletics Program in Various States

4.1 GOAL – Work to convert current cluster locations into cCc owned club level or NJCAA level sports program at various locations

OBJECTIVE

Review all necessary elements to obtain pre- and possibly actual Division 1 level of play as a junior college at locations in the following order if allowed by the states. If the NJCAA is not available, then explore the various club levels.

- A. Georgia
- B. Arizona
- C. Louisiana
- D. Nevada

RESPONSIBLE PERSON

President
Chair of the Board of Trustees
VP of Finance
VP of Academic Affairs
VP of Compliance

TIMELINE

On-going
Georgia and Louisiana in 2023
Arizona and Nevada in 2024 (May be earlier if SARA recognition is required)

FINANCIAL PROJECTION

\$100,000 estimated cost per location

STRATEGIES

- A. Identify sports leaders and possible donors to serve as advisors.
- B. Hire a consultant
- C. Thoroughly review the opportunities and risk involved in a two-year athletic program designed for transfer to a 4-year university at the various locations..

4.2 GOAL – Create a Georgia NJCAA Div 1 Program

OBJECTIVE

To negotiate with the NJCAA to obtain the right to participate in the Junior College league in Georgis.

RESPONSIBLE PERSON

President
Chair of the Board of Trustees
VP of Finance
VP of Academic Affairs
VP of Compliance

TIMELINE

March 2023

FINANCIAL PROJECTION

\$1,500 Application Fee

STRATEGIES

- D. Obtain the right to participate in the league with soccer and basketball is the lead sports
- E. Obtain enough games to participate in a “bowl” level opportunity

4.3 GOAL - Obtain NJCAA Div 1, in Louisiana

OBJECTIVE

To offer NJCAA National level in Florida.

RESPONSIBLE PERSONS

President
VP of Compliance

TIMELINE

October 2018

FINANCIAL PROJECTION

\$1,500 Application Fee

STRATEGIES

- A. Obtain the right to participate in a league with wrestling is the lead sports
- B. Obtain enough games to participate in a “bowl” level opportunity

4.4 GOAL – Obtain licensure in Nevada and NJCAA Div 1 Approval

OBJECTIVE

To obtain the rights to house and train a football team in the state under the name of Community Christian College.

RESPONSIBLE PERSON

President
Chair of the Board of Trustees
VP of Finance
VP of Academic Affairs
VP of Compliance

TIMELINE

January 2024

FINANCIAL PROJECTION

\$6,000 Application Fee (Actual fee: \$1,500)

STRATEGIES

- A. Obtain a location where Community Christian College may train to participate in the National Club Football Association’s Sea Board Conference and Mid Atlantic East.
- B. Obtain enough games to participate in a “bowl” level opportunity

5. Facilities and Equipment

5.1 GOAL – Assess campus and remote cluster locations to support athletic program needs

OBJECTIVE

Provide access to local gyms and fields to support non-resident football at all locations

RESPONSIBLE PERSONS

President

TIMELINE

August 2022 Identify facilities in Georgia
January 2021 Identify facilities in Louisiana

FINANCIAL PROJECTION

\$30,000 Ongoing annual fees

STRATEGIES

- A. Utilize local Churches in LA and GA that will allow us access to their facilities
- B. Enter into short term leases and gym contracts until stability in numbers of students can be assessed.
- C. Consider more permanent facilities once a presence has been established.

5.2 GOAL – Assess current IT infrastructure to assure online and on-ground student success

OBJECTIVE

To provide appropriate labs and equipment to support online support centers. Focus is on new technologies to help students with online learning. It has been determined that labs will need notebook types of laptops.

RESPONSIBLE PERSONS

President
VP of Finance
Business Office Manager
Contracted IT Support Staff

TIMELINE

December 2022	Review of Learning Technologies
December 2023	Review of Learning Technologies
December 2024	Review of Learning Technologies
December 2025	Review of Learning Technologies
December 2026	Review of Learning Technologies

FINANCIAL PROJECTION

\$100,000 allocation Technology, IT consultant, and salary

STRATEGIES

- A. Have staff members meet with the team.
- B. Consider the results for implementation.
- C. Set up a committee to review new technologies on an annual basis

5.3 GOAL - To provide appropriate space for the athletics program

OBJECTIVES

To provide dedicated “college” space for classrooms, additional space for administrative, staff, and academic offices. To provide space for an

athletic facility and acquire appropriate housing options for resident students

RESPONSIBLE PERSONS

President
Chair of the Board
Executive Committee
VP of Finance
VP of Compliance
VP of Academic Affairs

TIMELINE

December 2023
Shop for new facilities to accommodate on ground sports and online support including mentoring rooms, classrooms, and office space for Admissions, FA and Student Services

December 2024 Verify fields and gyms for all sports in CA and MI
December 2025 Verify fields and gyms for all sports in CA and MI
December 2026 Verify fields and gyms for all sports in CA and MI

FINANCIAL PROJECTION

\$ 30,000 For per leased facilities per year

STRATEGIES

- A. Develop a targeted fund raising program for the projects.
- B. Determine exact costs.
- C. Explore possibility of private companies building and maintaining dorm facilities for students

6. CAMPUS OPERATIONS

6.1 GOAL - To enhance performance of staff

OBJECTIVE

To provide opportunities for staff members to attend professional meetings

RESPONSIBLE PERSONS

President
VP of Academic Affairs
VP of Finance

TIMELINE

November 2022	Review of opportunities
November 2023	Review of opportunities
November 2024	Review of opportunities
November 2025	Review of opportunities
November 2026	Review of opportunities

FINANCIAL PROJECTION

\$ 3,000 to \$5,000 Professional development per year

STRATEGIES

- A. Schedule meetings as they become available and as funding and schedules permit.
- B. Seek approval from the president.
- C. Submit a report upon completion of the meeting.

6.2 GOAL -To review and revise all Policies to Include Diversity, Equity, and Inclusion for all attendees of cCc

OBJECTIVE

To update all handbooks to reflect current practices
Add to mission statement
Set up Board, Staff, and Professor DEI training

RESPONSIBLE PERSON

Chair of Board
President
VP of Academic Affairs
VP of Compliance

TIMELINE

August 2023	All handbooks and training reviewed and implemented
August 2024	All handbooks and training reviewed and implemented
August 2025	All handbooks and training reviewed and implemented
August 2026	All handbooks and training reviewed and implemented

FINANCIAL PROJECTION

None Indirect costs only. Staff's time and attention

STRATEGY

- A. Update all handbooks
- B. Finalize the format
- C. Complete projects on schedule.

6.3 GOAL - Redlands, Main Campus

OBJECTIVE

To continue to build local involvement, recruit more students locally and to fill classrooms, and possibly house students in residency

RESPONSIBLE PERSONS

President

TIMELINE

On-going with reports to the Board of Trustees

FINANCIAL PROJECTION

See Enrollment Management Section for more details
No cost increase for rent and utilities

STRATEGIES

- A. Continue to build relationships with local Churches
- B. Identify needs of the congregations and local businesses
- C. Offer opportunities

7. FINANCES

7.1 GOAL - To develop a tentative schedule to establish competitive tuition rates and fees, to strengthen the institution.

OBJECTIVES

- A. We are such an affordable program that inflation has a serious affect on operations.
- B. To establish tuition and fee increases which keep pace with budget demands
- C. To increase tuition and fees in relation to sister institutions with whom the college competes for students

RESPONSIBLE PERSON

Board of Trustees
President
VP of Finance
VP of Academic Affairs

TIMELINE

September 2022	Review of tuition and fees. Will raise the sports fee but will not raise tuition for the 2022-2023 fiscal year for now.
January 2023	Review of tuition and fees again
September 2024	Review of tuition and fees
September 2025	Review of tuition and fees
September 2026	Review of tuition and fees

FINANCIAL PROJECTION

Taken into account during budget development and reviewed mid-year

STRATEGIES

- A. Survey sister institutions for comparable data
- B. Develop a schedule of tuition and fees
- C. Review and update annually

7.2 GOAL - To increase regular donor financial support to the college

OBJECTIVES

To increase the number of supporting churches by at least 5% per year and to increase the number of supporting individuals to 100, over a five-year period

RESPONSIBLE PERSON

Chair of the Board
President
VP of Finance

TIMELINE

March 2023	Develop first annual report for distribution Join chamber of commerce
March 2024	Develop game ticket costs program Sell advertisement for game days
March 2025	Work a well developed donor list
March 2026	Hire a fundraiser

FINANCIAL PROJECTION

\$2,000 Annually - Mailings, luncheons, and brochures

STRATEGIES

- A. Create a list of potential donors.
- B. Develop and execute a plan to contact donors.
- C. Express appreciation to each donor for every gift given.

7.3 **GOAL - To develop the budget in unison with and on the basis of the institution's Strategic Plan and Assessment Plan and it's annual analysis**

OBJECTIVES

- A. To educate all constituencies concerning the process in utilization of the Strategic Plan and Assessment Data in the budgetary process
- B. To schedule adequate time in the budget process to review the assessment data

RESPONSIBLE PERSONS

President
VP of Finance

TIMELINE

On-going	
October 2022	Send annual budget to the board for approval
October 2023	Send annual budget to the board for approval
October 2024	Send annual budget to the board for approval
October 2025	Send annual budget to the board for approval
October 2026	Send annual budget to the board for approval

FINANCIAL PROJECTION

No additional financial resources required – Direct Salary Expense

STRATEGIES

- A. Share the Strategic Plan and Assessment Data with faculty and staff and begin the process of educating them on how the Strategic Plan and the budget work together.
- B. Submit the Budget to the President for review.
- C. Submit the Budget to the Board of Trustees for approval.

8. **INSTITUTIONAL ADVANCEMENT**

8.1 **GOAL -To increase the exposure of the college**

OBJECTIVE

To generate financial support through increased contacts

RESPONSIBLE PERSONS

President

TIMELINE

On-going

FINANCIAL PROJECTION

The financial projections are those associated with other areas, including, increased advertising efforts.

STRATEGIES

- A. Produce a target list of contacts that need to visit the campus.
- B. Follow up their visit with effective communication.

8.2 GOAL - To create a foundation for the purpose of raising funds for the college.

OBJECTIVES

- A. To raise money on behalf of the college
- B. To build relationships with major donors

RESPONSIBLE PERSON

VP of Development

TIMELINE

October 2023	Begin the incorporation process
October 2024	Start the process of hiring and raising funds
October 2025	President is active in raising funds, but amounts are not what would be desirable.

FINANCIAL PROJECTION

Fund raising incentives: An increase in donations by 10% each year for a five year period.

STRATEGIES

- A. Interview and hire a qualified attorney to set up a 501c3 corp
- B. Hire a leader and raise funds simultaneously

9. REMOTE LOCATION AND ONLINE COURSE OFFERINGS

9.1 GOAL – Stabilize Existing Cluster Groups Online

OBJECTIVE

Develop better methods of oversight without crossing the line of taking control over their independent operations. Consider opportunities to convert MOU holders into cCc operations. Focus in on Georgia and Louisiana.

RESPONSIBLE PERSONS

President
VP of Finance
VP of Compliance
VP of Academic Affairs

TIMELINE

November 2022	Contact NJCAA for GA and LA inclusion
December 2022	Work with GA and LA MOU Holders for possible program take over by cCc
January 2023	Initiate take over procedures
October 2024	Identify other locations to acquire
October 2025	Identify other locations to acquire
October 2026	Identify other locations to acquire

FINANCIAL PROJECTION

The financial projections are those associated with other areas, including, increased advertising efforts.

STRATEGIES

- A. Seek out and meet with potential cluster locations
- B. Organizational and local staff members will plan and organize the online college education experience and at start-up and on-going
- C. Senior staff will manage and track all online cluster-based on an on-going basis.
- D. Assessment tools will be developed and corrections offered based upon assessment input.

9.2 GOAL – The Cluster Concept and Retention

OBJECTIVE

Retention is still a major concern even though the transfer and graduation rates are good. The objective is to bring together groups of online students to provide support to increase retention. The cluster concept is where a group of students with a common interest come together to involve themselves in earning an AA degree.

RESPONSIBLE PERSONS

President

VP of Academic Affairs
Director of Student Services
Financial Aid Director

TIMELINE

On-going	
October 2022	Review success of the Mentor Program
October 2023	Review success of the MOU holder Training
October 2024	Review success of coach training
October 2025	Search for new ideas
October 2026	Search for new ideas

FINANCIAL PROJECTION

The financial projections are those associated with other areas, including, increased advertising efforts.

STRATEGIES

- A. Implement an integrated retention plan including all main campus resources and local support
- B. Conduct special online based orientations
- C. Emphasize local Christian culture to assure the lack emersion that happened with taking online courses only

9.3 GOAL – Location Plan

OBJECTIVE

Set the criteria for managing remote locations. A physical location has to at a minimum break-even financially to stay in existence. The main location is exempt from this policy due to the fact that it is the TRACS identified main campus. The main campus is subject to the overall budget successes and limitations.

RESPONSIBLE PERSONS

President
VP of Finance

TIMELINE

On-going	
September 2022	Tape 7 one-hour sessions to help MOU holders
October 2023	Focus in on the coaches on the frontline
October 2024	Teach NJCAA requirements to MOU holders
October 2025	Develop and implement new ideas
October 2026	Develop and implement new ideas\

FINANCIAL PROJECTION

The financial projections are those associated with other areas, including, increased advertising efforts.

STRATEGIES

- A. Track the budget success of the clusters, teaching sites, branch campuses, and the main campus independently
- B. All location factors must be included including, leases, utility, staff, and faculty costs
- C. All expenses must be reviewed against current revenues to assure the viability of the clusters, teaching sites, branch campuses, and the main campus
- D. Implement the following online policy: Each student will enroll with a minimum of two courses in a term. Each class will have at least a mid-term and final exam, a written report, and online contact at least once a week
- E. Assure that a dynamic, with total involvement, retention policy be in place with a target that everyone online will graduate

ATTACHMENT A

Annual Survey Assessment

2020 and 2022 Board of Trustees Survey Analysis and Assessment Report

August 4, 2022

BACKGROUND

Business Need

As part of the Continuous Performance Improvement Program of the Community Christian College (CCC), and in response to the recommendations made by TRACS (Transnational Association of Christian Colleges and Schools), comparative and quantified analyses of the various surveys, which includes but not limited to CCC's Board of Trustees, staff members, graduated and current students, conducted are needed for CCC's assessment. This report contains the overview as well as quantitative analysis of the two surveys conducted for the CCC's Board of Trustees (BOT).

Objective

This report provides overall and categorical analytics as assessments for satisfying the following objectives.

- 1) Provide CCC with the current data analysis and assessment for them to be able to use and help its Continuous Performance Improvement program to move forward to the next stage of implementing corrective/improvement actions
- 2) Provide CCC BOT survey documents to assist in submitting to TRAC per its request.

Scope

Quantitative data analyses using the CCC's BOT survey raw data via the SurveyMonkey program. The analyses will only be based on the raw data provided by CCC, and cover the following scope:

- Quantitative analysis for the survey conducted in July 2020
- Quantitative analysis for the survey conducted in June 2022
- Benchmarking analysis between July 2020 and June 2022
- Summary
- Recommendations

The following are NOT part of the scope for this report. Should those be included in the scope, further discussion for making an alignment with CCC will be followed:

- Risk analysis or mitigation plan
- Corrective/improvement action implementation or execution plans
- Control or maintenance plan
- Project management elements or components

Data Source Used

[Welcome to SurveyMonkey!](#)

ANALYSIS SUMMARY

Overview

1. Board of Trustees Participation

Across the surveys for BOT, the data indicates the participation rate in June 2022 has drastically declined against the survey in July 2020:

- Declined by 39.0% for Self-Evaluation Assessment
- Declined by 51.6 % for Board As A Whole
- Declined by 39.4% for Priority

2. Characteristics of Survey Questions

There are 4 major traits of characteristics discovered in survey questions.

- a) Multiple elements are included in one question for the Priority survey.
 - **Updating** and **review** the curriculum
 - Safety for **Athletes** and **On-Campus Tutoring**
 - Develop a **marching band** and **cheerleading**
- b) Specifically defined with granular details are included in some survey questions.
 - Shows Commitment to Institution **through prepared discussion of Agenda**
 - Review of contracted programs (**Memorandums of Understanding**) **to include an on-going training program**
- c) Duplicated questions.
 - Develop a marching band and **cheerleading**
 - Develop a **Cheerleading Squad**

3. Data collection

Automated data collections through Survey Monkey with visual depictions. Typical duration of each module of survey (less than 3 minutes) is also available for participants.

4. Scores Improved, Status Quo and Declined

- a) The following items indicate steady improvements with both Self-Evaluation and Board As A Whole. See “Analysis Summary” for the quantification in detail.

- Suggests or proposes strategic growth initiatives?
 - Shows Commitment to Institution through prepared discussion of Agenda
- b) The following item indicates no or minimal change with both Self-Evaluation and Board As A Whole. See “Analysis Summary” for the quantification in detail.
- Committed to strategically put CCC in a position of success for the short & long term
- c) The following items indicate declined by both Self-Evaluation and Board As A Whole. See “Analysis Summary” for the quantification in detail.
- Actively works to expand knowledge of CCC capabilities in local and state communities
 - Suggests relationships that might add to enrollment
- d) The only following items in the June 2022 survey indicate higher interest in Priority against July 2020 survey. Both are under Operations category. This outcome may be due to the low participation rate in the June 2020 survey, however. See “Analysis Summary” for the quantification in detail.
- Get off Heighten 1 cash monitoring with the DOE
 - Increase enrollments
- e) The following items indicate no or minimal change between 2020 and 2022 Priority surveys. All are under Extra Curricula Activity category. See “Analysis Summary” for the quantification in detail.
- Develop more NJCAA sports programs
 - Develop a marching band and cheerleading
 - Develop a Cheerleading Squad
- f) The only following items in the June 2022 survey indicate declined interest in Priority against July 2020 survey. This outcome may be due to the low participation rate in the June 2020 survey. See “Analysis Summary” for the quantification in detail.
- Updating and review the curriculum – **Academics**
 - Have staff attend DOE Financial Aid workshops – **Operations**
 - Review of contracted programs (Memorandums of Understanding) to include an on-going training program – **Operations**
 - Increase retention efforts – **Operations**
 - Search for purchase of a campus - **Operations**

Self-Evaluations

Participation and Responses

a) July 2020 Survey

- Great majority of invitees (89.0% overall average) participated in the survey.
- The following question was skipped by 1 participant:
 - *Shows Commitment to Institution through prepared discussion of Agenda*

- Great majority of respondents responded favorably (67.4% responded 5, and 23.6% in 4).
- The following are the top 3 items scored the highest out of the 10 questions presented:
 - Q5: Supports Professional Development by President and Senior Executive Committee (4.78)
 - Q9: Suggests relationships that might add to enrollment (4.67)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (4.63)
- The survey data indicates that the respondents evaluated highly in human behaviors than process or products.
- On the other hand, the following was scored the lowest:
 - Q4: Actively works to expand knowledge of CCC capabilities in local and state communities (3.89)

b) June 2022 Survey

- There were only half (50.0% overall average) of the invitees participated in the survey against the total invitations sent. This is a significant drop (-39.0%) of the participation rate compared to the survey conducted in July 2020.
- All survey questions were responded, and there was no item was skipped.
- Overall, great majority of respondents responded favorably (75.0% responded 5, and 22.5 % in 4).
- The following are the top 3 items scored the highest out of the 10 questions presented in June 2022:
 - Q2: Illustrates Fiduciary Responsibility of Board (5.00)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (5.00)
 - Q5: Supports Professional Development by President and Senior Executive Committee (5.00)
 - Q7: Committed to strategically put CCC in a position of success for the short & long term (5.00)
 - Q8: Shows Commitment Through Attendance (5.00)
- The survey data indicates that the respondents evaluated highly in commitments and human behaviors than process or products.
- There is no particular item that scored significantly low in the scale.

c) June 2022 Over July 2020 Survey

- The following are the top items that showed the most improvement in the Self Evaluation
 - Q2: Illustrates Fiduciary Responsibility of Board (+0.56%)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (+0.37%)
 - Q1: Suggests or proposes strategic growth initiatives? (+0.36%)
- On the other hand, the Q3: Suggests relationships that might add to enrollment which was scored as one of the highest (4.67) in July 2020 is scored the lowest (4.25) in June 2022. The variance is -0.42.

- Across the Self-Evaluation surveys, the data indicates BOT responded that the following are the strong areas of CCC within the scope of surveys:
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda
 - Q5: Supports Professional Development by President and Senior Executive Committee
- Overall, % of respondent scored 5 has improved by 7.6%, while the % scored 3 has decreased by 6.5%.

Board As A Whole

Participation and Responses

a) July 2020 Survey

- Great majority of invitees (89.1% overall average) participated in this survey.
- There were 2 questions skipped by 1 participant each:
 - Q2 Illustrates Fiduciary Responsibility of Board
 - Q6: Requests Education on Board Responsibilities and Functions
- Great majority of respondents responded favorably (66.3% responded 5, and 27.6% in 4).
- The following are the top 3 questions scored the highest out of the 10 questions presented in July 2020:
 - Q7: Committed to strategically put CCC in a position of success for the short & long term (5.00)
 - Q2: Illustrates Fiduciary Responsibility of Board (4.78)
 - Q5: Supports Professional Development by President and Senior Executive Committee (4.70)
 - Q8: Shows Commitment Through Attendance (4.70)
 - Q10: Volunteers for Sub-Committee Activity (4.70)
- The survey data indicates that the respondents recognized highly in human behaviors than process or products.
- There is no particular item that scored significantly low in the scale.

b) June 2022 Survey

- There were notably low number of the invitees (37.5%) participated in the survey against the total invitation sent. This is a significant drop (-51.6%) of the participation rate compared to the survey conducted in July 2020 .
- All questions were responded, and no item was skipped.
- Great majority of respondents responded overall favorably (63.3% responded 5, and 36.7 % in 4).
- The following are the top 3 questions scored the highest out of the 10 presented in June 2022:

- Q5: Supports Professional Development by President and Senior Executive Committee (5.00)
- Q7: Committed to strategically put CCC in a position of success for the short & long term (5.00)
- Q1: Suggests or proposes strategic growth initiatives? (4.67)
- Q2: Illustrates Fiduciary Responsibility of Board (4.67)
- Q3: Shows Commitment to Institution through prepared discussion of Agenda (4.67)
- Q8: Shows Commitment Through Attendance (4.67)
- The survey data indicates that the respondents evaluated highly in commitments and human behaviors than process or products.
- The survey data of this segment shares the identical pattern with the survey outcome in the Self-Evaluation segment.
- On the other hand, the following questions were scored the lowest:
 - Q4: Actively works to expand knowledge of CCC capabilities in local and state communities (3.33)
 - Q9: Suggests relationships that might add to enrollment (3.67)

c) June 2022 Over July 2020 Survey

- There are only 3 questions that showed improvement in this survey:
 - Q5: Supports Professional Development by President and Senior Executive Committee (+0.30%)
 - Q1: Suggests or proposes strategic growth initiatives? (+0.27%)
 - Q3: Shows Commitment to Institution through prepared discussion of Agenda (+0.07%)
- On the other hand, great majority of the questions (6 out of 10) presented show negative growth in the scores. The following are the top items that significantly dropped the scores.
 - Q4: Actively works to expand knowledge of CCC capabilities in local and state communities (-0.97%)
 - Q9: Suggests relationships that might add to enrollment (-0.73%)
- Across the Board As A Whole surveys, the data indicates BOT responded that the following are the strong areas of CCC within the scope of surveys:
 - Q2: Illustrates Fiduciary Responsibility of Board
 - Q5: Supports Professional Development by President and Senior Executive Committee
 - Q7: Committed to strategically put CCC in a position of success for the short & long term
 - Q8: Shows Commitment Through Attendance
- Overall, % of respondent scored 5 has decreased by 3.0%, while the % scored 3 has decreased to 0.00% and score in 4 has improved by 9.1%.

Priority

Participation and Responses

a) July 2020 Survey

Academics

- Majority of the invitees (77.3% overall average) participated in the Academics segment of the Priority survey.
- There were 2 questions skipped by 1 participant each (were not included as part of the priority survey). This also has negatively contributed to decrease its participation rate from 81.8% to 72.7% (-9.1%)
 - Add special needs program – Asperger syndrome
 - Add introduction to construction management courses
- Respondents scored the following 2 items as top of the priority in Academics:
 - Updating and review the curriculum (3.22)
 - Safety for Athletes and On-Campus Tutoring (2.56)
- The survey data indicates that respondents were interested in strengthening academic curriculums and safety for athletes and tutoring.
- On the other hand, the respondents responded the following questions as the lowest priority in the Academics:
 - Add special needs program – Asperger syndrome (1.75)
 - Add introduction to construction management courses (2.13)
- The survey data indicates that respondents are less interested in adding new programs of Asperger syndrome and/or construction management.

Extra Curricula Activity

- Majority of the invitees (72.7% overall average) participated in the Extra Curricula Activity Priority survey.
- All 3 questions in this segment of survey were skipped by 1 participant each. This also has negatively contributed to decrease overall participation rate in this segment.
- Respondents scored the following 2 items as top of the priority in Extra Curricula Activity:
 - Develop more NJCAA sports programs (2.75)
 - Develop a marching band and cheerleading (2.0)
- On the other hand, the respondents responded the following questions as the lowest in the priority of the Extra Curricula Activity
 - Develop a Cheerleading Squad (1.25)
- The survey data indicates that respondents are less interested in developing a Cheerleading Squad.

Operations

- Majority of the invitees (69.3% overall average) participated in the survey.

- There were 3 questions skipped by 1 participant each (not included as part of the priority survey). This also has negatively contributed to decrease its participation rate from 72.7% to 63.6% (-9.1%)
 - Develop an annual budget with a 5-year projection tied to the Strategic Plan
 - Increase enrollments
 - Increase retention efforts
- Respondents scored the following 5 questions as top of the priority as top of the priority in Operations:
 - Increase retention efforts (7.00)
 - Increase enrollments (6.57)
 - Develop an annual budget with a 5-year projection tied to the Strategic Plan (4.86)
 - Review of contracted programs (Memorandums of Understanding) (4.13)
 - Have staff attend DOE Financial Aid workshops (4.13)
- The data indicates that the respondents were interested in strengthening financials and its programs by increasing enrollments and retention.
- On the other hand, the respondents responded the following items as the lowest in the priority in Operations
 - Migrate email system from Gmail to Microsoft outlook online (2.38)
 - Search for purchase of a campus (3.25)
 - Get off Heighten 1 cash monitoring with the DOE (3.88)
- The survey data indicates that respondents are less interested in migrating data to a MS platform, purchasing a campus and/or getting off Heighten 1 cash monitoring.

b) June 2022 Survey

Academics

- There were notably low number of the invitees participated (37.5%) in the survey against the total invitation sent. This is a significant drop (-39.8%) of the participation rate compared to the survey conducted in July 2020.
- The following items were not included in the previous survey of the same segment:
 - Add a Pre-Nursing Program
 - Add a Pre-Engineering Program
 - Add in two Integrate Diversity, Equity, and Inclusion courses to the existing AA program
- Respondents scored the following 2 items as top of the priority in Academics:
 - Add a Pre-Nursing Program (3.67)
 - Add a Pre-Engineering Program (2.67)

- The survey data indicates that respondents were interested in strengthening academic programs in Nursing and Engineering.
- On the other hand, the respondents responded the following question as the lowest priority in the Academics:
 - Add in two Integrate Diversity, Equity, and Inclusion courses to the existing AA program
- The survey data indicates that respondents are less interested in adding new program of integrated Diversity, Equity and Inclusion.

Extra Curricula Activity

- There were notably low number of the invitees participated (37.5%) in the survey against the total invitation sent. This is a significant drop (-35.2%) of the participation rate compared to the survey conducted in July 2020.
- Respondents scored the following 2 items as top of the priority in Extra Curricula Activity:
 - Develop more NJCAA sports programs (3.00)
 - Develop a marching band and cheerleading (2.00)
- The survey data indicates that respondents were interested in developing both NJCAA sports programs and a marching band and cheerleading as their priority.
- On the other hand, the respondents responded the following item as the lowest priority in the Academics:
 - Develop a Cheerleading Squad (1.00)
- The survey data indicates that respondents are less interested in developing a Cheerleading Squad.

Operations

- Significantly low number of invitees participated (30.0%) in this segment of survey. This is the lowest participation rate across the BOT surveys.
- The second question "Successfully migrate to an integrated learning management and customer service management system" replaced an item "Migrate email system from Gmail to Microsoft outlook online" included in previous year's survey.
- The phrase "to include an on-going training program" was newly added to the fifth question that was also provided in the previous survey; "Review of contracted programs (Memorandums of Understanding)"
- Respondents scored the following 4 questions as top of the priority as top of the priority in Operations:
 - Increase enrollments (7.33)

- Increase retention efforts (6.00)
- Get off Heighten 1 cash monitoring with the DOE (6.00)
- Develop an annual budget with a 5-year projection tied to the Strategic Plan (5.00)
- The data indicates that the respondents were interested in increasing enrollments and retention while getting off Heighten 1 cash monitoring and 5-year projection annual budget.
- On the other hand, the respondents responded the following items as the lowest in the priority in Operations
 - Have staff attend DOE Financial Aid workshops (2.00)
 - Search for purchase of a campus (2.33)
 - Review of contracted programs (Memorandums of Understanding) to include an on-going training program (3.00)
- The survey data indicates that respondents are less interested in having their staff attend Financial Aid workshop, searching to buy a campus or review contracted or ongoing programs.

c) June 2022 Over July 2020 Survey

Academics

- There are 3 brand new questions included in the July 2022 survey which were excluded out of the benchmarking assessment in this document .
- The only question that is common between the surveys conducted in June 2020 and July 2022 (Updating and review the curriculum) indicates the score has declined (-0.89).

Extra Curricula Activity

- All 3 questions included in this category shows the consistent scores (+- 0.25) in priority.

Operations

- There is one brand-new question (“Successfully migrate to an integrated learning management and customer service management system”) included in the July 2022 survey which has been excluded out of the benchmarking analysis.
- Out of the 7 questions presented, there are only 2 items that indicate improvements
 - Get off Heighten 1 cash monitoring with the DOE (2.12)
 - Increase enrollments (0.76)
- On the other hand, majority of the questions (4 out of 7 items) presented show negative growth in the priority scores. The following are the top items that significantly dropped the scores.
 - Have staff attend DOE Financial Aid workshops (-2.13)

- Review of contracted programs (Memorandums of Understanding) to include an on-going training program (-1.13)
- Increase retention efforts (-1.00)
- Search for purchase of a campus (-0.92)
- Overall, % of participants across the categories have drastically dropped. The following are the average participation rates at each category and the variances against July 2020 survey.
 - Academics 77.3% to 37.5% (-39.8%)
 - Extra Curricula Activity 72.7% to 37.5% (-35.2%)
 - Operations 69.3% to 30.0% (-39.3%)

RECOMMENDATIONS

Based on the abovementioned data analysis, the following recommendations have been created.

1. Build Holistic Strategic Approach

1) Increase BOT Participation

In building consistent data integrity, increasing overall BOT participation by implementing the following Change Management techniques and methodologies is highly recommended. Consult with HR, Marketing Specialist or Change Management Specialist for implementation is also strongly recommended.

- Discover reasons why the BOT members did not participate in the survey and skipped answering some questions. Examples of reasons may be due to duration, method of survey, notifications/reminders, instructions, etc.
- Raise awareness by emphasizing importance, consequences and BOT's role of participating in the surveys.
- Provide necessary instructions and assistance to assure participation based on the discovered reasons for absence.
- Redesign format, method, and/or communication, if needed, to better fit the participants needs based on the discovered reasons for absence.
- Reinforce future events by empowering, enlightening and encouraging audience for participation.

2) Build clearly defined and carefully designed questionnaires with rationales

In generating questionnaires, be cognizant about including multiple elements in a same sentence. It may affect respondent's decision-making process and may unintentionally control to a biased answer.

- It is also highly recommended to be cognizant as designing the well round questionnaire that covers all areas of product/program, process, people and technologies (unless there is an intended focused area that need to be scrutinized).
- On the same token, if a question is very specific to a particular program, process or event, the returned answers may also be limited. Pay special attention to how granular questions could and should be presented.

- Avoid duplication of questions. Best practice is 1) generating questions should be a group activity, 2) generators and approvers should be segregated for objectivity, and 3) document process/flow and its owners.

3) Data collection

Automated data collections through Survey Monkey with visual depictions is a **WIN!**

2. Execute The Strategic Approach

1) Executing/Implementing Continuous Improvement (CI) Methodologies

To be aligned with the Continuous Performance Improvement approach listed in the CCC's Annual Strategic Plan, CCC may want to consider taking the following steps.

- For the existing areas that CCC has scored high, enhance strong traits by creating a Maintenance/Control Plan for Self-Evaluation and Board As A Whole, and Execution Plan for Priority. Standardize the process by consulting with HR, Change Management Specialist, Continuous Improvement Specialist and Leadership.
- For the areas that the scores have shown no or minimal transformation, build strategic execution plans to move the items from status quo to improved/executed as QUICK WINS.
- For challenging areas of opportunity, follow the strategic deep-dive Continuous Improvement/Kaizen approach by consulting with HR, Change Management Specialist, Continuous Improvement Specialist and Leadership.

2) Utilize The Fundamental Elements of Strategic Approach of CI

In building and executing the Continuous Performance Improvement roadmap, below fundamental and critical components should be included

- Establish current status around process, program/product, people and technologies.
- Build a desirable future state around process, program/product, people and technologies.
- Discover gaps between the current and future desirable state.
- Run gap analysis.
- Build countermeasures that eliminate or greatly reduce each discovered gap and root cause.
- Set the priority and design project plans for implementation for hand-over.
- Design control plans with risk analysis for maintenance.
- Document the entire stage of the process, lessons learned and best practices by creating artifacts.

3) Determine The Areas of Focus on CCC's Strength, Status Quo and Challenges

As mentioned earlier, review the strength, Status Quo and Areas of Opportunity, and determine the focused areas to execute the CI approach. Below are the lists for each component based on the data analysis.

➤ Self-Evaluation and Board As A Whole

Areas To Be Enhanced	Suggests or proposes strategic growth initiatives? Shows Commitment to Institution through prepared discussion of Agenda
Areas For Quick Wins	Committed to strategically put CCC in a position of success for the short & long term
Areas for DEEP-DIVE CI Strategy Execution	Actively works to expand knowledge of CCC capabilities in local and state communities Suggests relationships that might add to enrollment

➤ Priority

Areas To Be Enhanced	Get off Heighten 1 cash monitoring with the DOE Increase enrollments
Areas For Quick Wins	Develop more NJCAA sports programs Develop a marching band and cheerleading Develop a Cheerleading Squad
Areas for DEEP-DIVE CI Strategy Execution	Updating and review the curriculum - Academics Have staff attend DOE Financial Aid workshops - Operations Review of contracted programs (Memorandums of Understanding) to include an on-going training program - Operations Increase retention efforts - Operations

4) Next Steps?

Start defining the roadmap for making improvements aligned with the CCC’s Continuous Improvement Performance Plan in the Strategic Plan.

It is strongly recommended that CCC should take a systematic approach to define the priority and process to move forward. Below is a high-level of list for the next steps.

- Distribute the analysis and assessment in this document and share with the stakeholders.
- Scrutinize outcome of the data analysis and collect the stakeholders’ feedback.
- Prioritize the areas that the stakeholders want to focus on.
- Determine the resources, cost estimates, deliverable, roles and responsibilities, etc. with a Subject Matter Expert (SME), and create high-level framework of implementing improvement activities.
- Establish current state around process, program/product, people and technologies.

ATTACHMENT B

Five-Year (5) Budget Projection

Please open the file entitled: Financial Projections CCC 5 years

