



Sterling College
Guard & Guide
Strategic Plan 2020-2023

Sterling College
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STRENGTHEN THE ACADEMIC PROFILE

Objective 1: Integration of Faith & Learning

As Sterling College continues to strive toward the creation of the optimal learning environment critical to the success of a Christian classroom, the College will create supportive resources and structures to fully integrate faith and learning that focus on the critical examination of academic content through the lens of a Christian student.

Benchmarks:

- Continue funding the position of Director for the Integration of Faith and Learning at a level of \$3,000 per year. Dr. Rachel Griffis was appointed in April 2017 and continues in that role.
- Continue providing campus-wide offerings for professional training and development. Previous offerings have included faculty workshop services, panels with faculty fellows, guest speakers and faculty coffees.

Budget Impact:

Item	Cost	Budget Coding	Budgets
Annual stipend for Director	\$3,000	11-6863-3405	FY 20-21, 21-22, 22-23
Annual miscellaneous costs for conferences, workshops, coffees and printing	\$1,500 (for FY 20-21) \$2,500 (for FY 21-22, 22-23)	11-6863-3405	FY 20-21, 21-22, 22-23

Objective 2: Professional Learning & Development

To further develop and support professional learning for the faculty of Sterling College, the Office of Academic Affairs will provide professional learning opportunities to address specific faculty needs.

Benchmarks:

- Increase annual professional learning budgets for each faculty member, which will be managed by the Faculty Welfare and Fiscal Affairs governance committee (FW&FA).
- Continue to successfully design and deliver professional learning days for all faculty through the Professional Learning Committee (PLC).
- Compete for grants that fund professional learning and development.

Budget Impact:

Item	Cost	Budget Coding	Budgets
Increase annual professional learning budgets for faculty	\$15,000 for FY 20-21 \$20,000 for FY 21-22 \$25,000 for FY 22-23	Use current budget line code: _____	No changes for FY 20-21 Incremental changes for FY 21-22 through FY 22-23
Continue to budget for professional learning days for all faculty	No such budget for 20-21 \$7,500 budget for FY 21-22	TBD, within Academic Affairs: A new Faculty Professional Development budget line	FY 20-21, 21-22, 22-23



STRENGTHEN THE ACADEMIC PROFILE

Objective 3: Increase Financial Support for all Academic Programs

To increase budgetary support to all academic programs campus wide.

Benchmarks:

- Ensure that all course fees directly support their respective academic budgets, rather than general fund, for tracking that fees are appropriately assessed to enrolled students.
- Establish budget support for program-specific guest speaker stipends and expenses.
- Evaluate and increase (with approval from Academic Affairs) budget supply line support for: innovative classroom instructional techniques and opportunities, classroom materials and resources, supplies and other classroom consumables, and faculty visits to peer institutions for collaboration and sharing of model instructional strategies.

Budget Impact:

Item	Cost	Budget Coding	Budgets
Divert all assessed student course fees to academic disciplines	No anticipated costs	TBD by individual academic programs <ul style="list-style-type: none"> • Evaluation ('20-'21) • Effective date (Fall 2021, onward) 	FY 21-22, FY 22-23
Provide guest speaker stipend/expenses for each department	\$1,500 annually (to begin '21-'22)	TBD – specific program budget line item	FY 21-22, 22-23
Annual department supply budget increase	TBD <ul style="list-style-type: none"> • Evaluation ('20-'21) • Recommendation/Approval (Spring 2021) • Potential increases ('21-'22) 	TBD – specific program budget line item	FY 20-21, FY 21-22, FY 22-23

Objective 4: Add new programs of study

Explore additional undergraduate and graduate programs of study that meet student and societal needs.

Benchmarks:

- Investigate opportunities to offer discipline-specific certificates
- Investigate adding undergraduate or graduate programs which may include but are not limited to healthcare administration, master's degree in education, business degree with focus in agriculture, certified occupational therapy assistant program, etc.

Budget Impact:

None anticipated, as all work is associated with research/recommendations for BOT and HLC approval.

Objective 5: Sunset Interterm

To further strengthen both the academics and finances of the institution, the College seeks to move to a two-semester system of study and sunset its Interterm program, by January 2021.

Benchmarks:

- Address course and program offerings that will be impacted by not offering Interterm.
- Adjust potential faculty load issues according to course adjustments.
- Inform and train faculty advisors to adjust student schedules with regard to course offerings and timely graduation.

Budget Impact:

Item	Cost	Budget Coding	Budgets
Evaluate and assess course/program challenges with removal of Interterm	No anticipated costs	n/a	Assess in FY 20-21, w/implementation in FY 21-22



STRENGTHEN THE ACADEMIC PROFILE

Potentially increase student "overload" limit to 18 semester hours from 17	Anticipated loss of revenue of \$ _____	n/a	Assess in FY 20-21, w/implementation in FY 21-22
Invest part of savings into Academics	Anticipated savings due to not having to pay for room and board costs during interterm are \$150,000 annually. 10% (\$15,000) of that savings will be earmarked for faculty professional development.	Established Faculty Professional Development budget line	Assess in FY 20-21, w/implementation in FY 21-22
Assess and implement changes to faculty load, required by the removal of Interterm	TBD	TBD	Assess in FY 20-21, w/implementation in FY 21-22

Objective 6: Expand and Support Honors Program

Support outstanding students in academic areas beyond the typical classroom environment.

Benchmarks:

- Continue membership/relationship with the Lilly Fellows program. Identify specific faculty to attend their annual conference.
- Provide a physical space for the Honors Program in the future planned construction and renovation. Work with contracted architect to design this space into the Thompson Hall renovation.
- Continue to support the Undergraduate Humanities Conference which was launched in 2017.
- Increase/expand the course offerings and initiatives within the Honors Program.
- Continue to assess course credit requirements for Honors Program graduates.

Budget Impact:

Item	Cost	Budget Coding	Budgets
Lilly Fellows Membership	\$2,000 annually	TBD	FY 20-21, 21-22, 22-23
Lilly Fellows National Conference	\$1,000 annually	TBD	FY 20-21, 21-22, 22-23
Undergraduate Humanities Conference	\$1,000 annually	Use existing budget code	FY 20-21, 21-22, 22-23
Annual Honors Program Director & Asst. Director Stipends	\$3,000 <ul style="list-style-type: none"> • Director (\$2,000) • Asst. Dir. (\$1,000) 	Use existing budget code	FY 20-21, 21-22, 22-23



STRENGTHEN THE ACADEMIC PROFILE

Objective 7: Streamline the Academic Advising Process

Simplify and personalize the academic advising process, supported through personnel, training and resources.

Benchmarks

- Evaluate the specific challenges of student advising process through a specialized task force (FY 20-21).
- Naming and supporting an Advising Officer (AO) to oversee all aspects of the student advising experience.
- Enhanced annual advisor training, to be led by the AO.
- Create/implement the ability for students to self-enroll online through the Academic Planner (Jenzabar platform).

Budget Impact:

Item	Cost	Budget Coding	Budgets
Research, create position for Advising Office	n/a	n/a	FY 20-21
Annual stipend for Advising Officer (AO)	\$2,500	TBD	FY 21-22, FY 22-23
Utilize pooled consulting hours with Jenzabar to implement Academic Planner	\$5,000 for travel, lodging and meals for Jenzabar personnel	TBD	FY 21-22



FOSTER A VIBRANT SPIRITUAL COMMUNITY

Objective 1: Continue to Enhance the Chapel Experience

The College seeks to fulfill its mission to develop creative and thoughtful leaders who understand a maturing Christian faith in part through a robust and relevant chapel experience for students and employees.

Benchmarks:

- Move Chapel from a Wednesday/Sunday format to Wednesday/Friday format
- Implement attendance tracking software (iAttended app) and necessary hardware to better track student attendance
- Move Spiritual Emphasis Week to the fall rather than the spring semester
- Increase chapel speaker honorarium budget each year to continue to be able to attract and bless excellent speakers
- Launch and guide a student-led chapel service to meet 2-3 times per semester
- Establish different and regular “feedback loops” for students and employees to be able to make their voice heard regarding chapel

Budget Impact: None

Item	Cost	Budget Coding	Budgets
Attendance tracking software annual cost	\$500	11-3211-6745	FY 20-21, 21-22, 22-23
Attendance tracking hardware one-time cost (6 tablets)	\$750	11-3211-6745	FY 20-21
Annual Spiritual Emphasis Week honorarium	\$1,500	11-3211-6655	FY 20-21, 21-22, 22-23
Annual increase to chapel speaker honorarium budget	\$500	11-3211-6655	FY 20-21, 21-22, 22-23

Objective 2: Formally Address and Support Campus Diversity Matters

Sterling College, as an institution that has a student minority population of nearly 40 percent, seeks to serve these students intentionally in order to assist them academically, socially and spiritually.

Benchmarks:

- Collect annual data on the current campus climate centering on diversity
- Explore potential institutional changes that might better equip Sterling College to serve its diverse student body (including, but not limited to, the establishment of a diversity office and/or committee)
- Pursue greater diversification of employees, including establishment of an Associate Chaplain position who would act as Diversity Officer for the College.
- Establish institution-wide regular diversity trainings and targeted professional development.
- Introduce and expand diversity courses in core curriculum, general education courses, and majors.
- Strengthen ESL resources in admissions, student support, and retention.

Budget Impact:

Item	Cost	Budget Coding	Budgets
Establish a Diversity Office reporting to the College Chaplain	Stipend of at least \$5,000 annually for Assoc. Chaplain to serve as Diversity Officer	TBD	FY 22-23
Diversity Training for faculty and staff	\$1,500 annually	TBD	FY 21-22, FY 22-23

Objective 3: Continue to Partner with Strategic Coalitions

The College seeks to strengthen its relationship with the Evangelical Presbyterian Church and other like-minded denominations to provide mutual support to build God's kingdom.



FOSTER A VIBRANT SPIRITUAL COMMUNITY

Benchmarks:

- Grow annual financial support from Evangelical Presbyterian Churches (EPC) to over \$5,000
- Attend EPC regional and national conferences
- Serve key EPC churches through pulpit fill, retreat speaking, and youth ministry consulting by SC Chaplain
- Research and pursue other denominations and local congregations with which to establish strategic partnerships

Budget Impact:

Item	Cost	Budget Coding	Budgets
Annual Cost to attend regional and national EPC conferences	\$2,000	11-6856-3403	FY 21-22, FY 22-23

Objective 4: Maintain a High View of God, High View of Scripture and Commitment to Prayer

The College seeks to maintain and strengthen its mission through intentionally teaching and proclaiming God's attributes and the veracity of Scripture in its chapel program while fostering a vibrant commitment to prayer.

Benchmarks:

- Dedicate two chapel services annually to the subjects of scriptural inerrancy (High View of Scripture) and the deity of Jesus Christ (High View of God)
- Send the newly created speaker's packet to Chapel speakers to provide guidelines and expectations for biblical accuracy
- Continue prayer commitments of printing the annual "Prayer Warrior" publication and attendance at the Governor's Prayer Breakfast
- Launch and support a regular prayer meeting open to our broad campus community

Budget Impact:

Item	Cost	Budget Coding	Budgets
Annual Printing and Mailing Costs for Prayer Warrior Publication	\$2,600	11-6856-3411	FY 20-21, FY 21-22, FY 22-23
Participate in Governor's Prayer Breakfast	\$1,500	11-6856-3403	FY 20-21, FY 21-22, FY 22-23



FOSTER A VIBRANT SPIRITUAL COMMUNITY

Objective 5: Increase the Visibility and Influence of Spiritual Life Programs with Outside Organizations

Expand the reach and impact of our Chaplain and Worship Arts through off-campus events

Benchmarks:

- Give the Chaplain release time to speak at events off campus 10-20 days per year (including travel)
- Connect with and serve ten or more organizations (local and regional churches, Christian schools, etc.) through chapel services, retreat leadership, or youth ministry coaching each year.
- Produce a quality video resume for Chaplain and ministry teams for promotion purposes

Budget Impact:

Item	Cost	Budget Coding	Budgets
Sterling College “giveaway” items for off-campus events	\$1,000 annually		FY 20-21, FY 21-22, FY 22-23
Ministry Team off-campus event annual costs	\$5,300	11-6856-3213	FY 20-21, FY 21-22, FY 22-23



GROW STRATEGIC ENROLLMENT METRICS

Objective 1: Establish Fully Operational Virtual Recruiting Systems

The Admissions department must be able to operate in a virtual environment as well as “face to face”. The systems to support a virtual environment must be built and expanded annually.

Benchmarks:

- Virtual Campus Visit (VCV) format built on online video chat platforms
- Campus Tour video produced annually
- Develop Virtual “Jump Start” Early Enrollment days
- Fully Implement Event Module for virtual recruiting through Jenzabar Recruitment Manager (JRM)
- Offer digital events to groups that would like to visit in a virtual format

Budget Impact:

Item	Cost	Budget Coding	Budgets
Fully Implement Event Module through JRM	None		FY 20-21

Objective 2: Update Faculty Recruiting Handbook to Include Virtual Recruiting

Faculty, coaches and sponsors must be trained to be able to successfully recruit students from a virtual format.

Benchmarks:

- Update handbook to include JRM information
- Update handbook to include training in all virtual formats and systems put in place by Admissions department

Budget Impact: None

Objective 3: Increase Sterling College Online (SCO) Enrollment to 400 students by 2023

Sterling College seeks to grow its current online enrollment in order to meet the increasing demand of students who want an affordable and convenient college education option.

Benchmarks:

- Consider adding administrative position/stipend to oversee all aspects of SCO
- Add position(s) to recruit specifically to SCO, analyze transcripts, advise, manage enrollment, etc.
- Market SCO as one of the most cost effective online programs in the country
- Add one to three majors per year to SCO through 2023

Budget Impact:

Item	Cost	Budget Coding	Budgets
Admin/Asst. Positions for SCO	\$70,000		FY 22-23
Marketing/Advertising for SCO	\$20,000	11-3200-6635	FY 20-21



GROW STRATEGIC ENROLLMENT METRICS

Objective 4: Increase Enrollment through Creative Scholarships

Benchmarks:

- Warrior Way goal of 50 student recipients annually
- Kansas-based scholarships goal of 20 student recipients annually

Budget Impact:

Item	Cost	Budget Coding	Budgets
Marketing Scholarships	\$5,000	11-3200-6635	FY 20-21

Objective 5: Meet Annual Enrollment Goals

The College enrollment goal will meet the budgetary needs set by the administration through expanding the prospect pool through name/lead purchasing and print/digital campaigns.

Benchmarks:

- On campus traditional students by 2023: 650
- SCO students by 2023: 400
- Dual Credit students by 2023: 150

Budget Impact:

Item	Cost	Budget Coding	Budgets
Name/Lead purchasing	\$15,000	11-3200-6501	FY 20-21
Print/Digital campaigns	\$50,000	11-3200-6632/6635	FY 20-21



MANAGE REGULATORY AND COMPLIANCE COMMITMENTS

Objective 1: Maintain a College-Wide Compliance Calendar

The College seeks to maintain compliance in all areas of finance, physical plant, athletics, student life, academics, technology and giving.

Benchmarks:

- Maintain and build upon the campus-wide compliance calendar and review monthly at Cabinet level meetings.
- Train Physical Plant/Housekeeping staff at least 6 times annually on compliance and best practice.
- Provide all annual compliance reports for finance, physical plant, athletics, student life, academics, technology and giving in a complete and timely manner.

Budget Impact: None

Objective 2: Annually Remove Hazardous Waste from Campus

The College seeks to keep the campus safe by providing compliant storage, labeling and disposal of all hazardous waste substances on an annual basis.

Benchmarks:

- Through a licensed and approved vendor (Clean Harbors) remove hazardous waste from campus each August prior to the new academic year

Budget Impact:

Item	Cost	Budget Coding	Budgets
Annual Hazardous Waste Removal Fee (average)	\$4,000	11-6858-3600	FY 20-21, FY 21-22, FY 22-23

Objective 3: Continue to Partner with Strategic Coalitions

The College plans to partner closely with organizations that can assist in achieving our mission through information, representation and relationships built through state or national memberships and conferences.

Benchmarks:

- Continue subscriptions and memberships with KICA, FSAC, KASFAA, RMASFAA, CCCU, CIC, NAIA and EAB.



MANAGE REGULATORY AND COMPLIANCE COMMITMENTS

Budget Impact: None

Item	Cost	Budget Coding	Budgets
Kansas Independent College Association	\$700	11-6858-3407	FY 20-21, FY 21-22, FY 22-23
Federal Student Aid Conference	\$2,000	11-6858-3207	FY 20-21, FY 21-22, FY 22-23
KS Association of Student Federal Aid Administrators (KASF AA)	\$650	11-6858-3207	FY 20-21, FY 21-22, FY 22-23
Rocky Mountain Association of Student Federal Aid Administrators (RMASF AA)	\$1,200	11-6858-3207	FY 20-21, FY 21-22, FY 22-23
Coalition of Christian Colleges & Universities (CCCU)	\$2,500	11-6858-3405	FY 20-21, FY 21-22, FY 22-23
National Association of Intercollegiate Athletics (NAIA)	\$2,000	11-6858-3221	FY 20-21, FY 21-22, FY 22-23
Council of Independent Colleges	\$4,000	11-6858-3407	FY 20-21, FY 21-22, FY 22-23



DEVELOP SUSTAINABLE GIVING

Objective 1: Meet Unrestricted Sterling Fund Annual Goal

The College seeks to establish data driven, best practice metrics to meet annual giving goals, for both unrestricted and restricted annual giving.

Benchmarks:

- Maintain master schedule of annual advancement mail, communications and external facing activities calendar
- Use wealth indicators and inclination predictive giving modeling to target the best major annual giving donor prospects
- Establish goals to increase the number of donor contacts and proposals per gift officer
- Increase the number of Cooper Society members (donors of \$1,000 plus annually)
- Total amount of unrestricted gift revenue
- Total number of donors each fiscal year
- Increase alumni giving participation
- Increase number of foundation grants solicited and secured
- Increased gift total and number of donors to the Warrior Athletic Association

Budget Impact:

Item	Cost	Budget Coding	Budgets
ResearchPoint Analytics	\$2,128	11-3408-6590	FY 20-21, FY 21-22, FY 22-23
Travel – Donor Interaction	\$36,750	11-3408-5603	FY 20-21, FY 21-22, FY 22-23
Warrior Athletics Association programming and print	\$9,000	11-3408-6525 & 11-3408-6526	FY 20-21, FY 21-22, FY 22-23

Objective 2: Grow New Revenue to the Endowment and via Planned Giving

Increase the planned giving “pipeline” both by the number of stakeholders who include the College in their will as well as the expected revenue total.

Benchmarks:

- Retention and growth of Kelsey Society members (individuals who have identified the College is included in their will or estate plan)
- Retention and growth of will/estate gift amounts in the planned giving pipeline
- Trackable and effective stewardship of contacts with Kelsey Society members
- Increased number of contacts and solicitation of planned gift donor prospects
- Increased number of participants engaging with College’s offering of estate planning through legal services of Stewardship Counseling Inc./John Griffin

Budget Impact:

Item	Cost	Budget Coding	Budgets
Stewardship Counseling	\$14,400 annually	11-6528-6650	FY 20-21, FY 21-22, FY 22-23
Travel	\$6,000 annually	11-6528-5603	FY 20-21, FY 21-22, FY 22-23
Events & Postage	\$4,000	11-6528-6402 & 6524	FY 20-21, FY 21-22, FY 22-23

Objective 3: Fund Capital Projects

Secure the philanthropic resources necessary to fund the capital improvements of the SterlingNOW Campaign and other necessary capital improvements through 2023. Increasing and improving academic space, athletic facilities, equipment and technologies to inspire and educate students while also attract and retain faculty.

Benchmarks:



DEVELOP SUSTAINABLE GIVING

- Achieve the \$8 million cash fundraising goal for expansion of the Gleason Physical Education Center
- Achieve the revenue generation goal for the construction of a new Science & Research Center
- Meet monthly goals for number of contacts and solicitations with prospective donors for capital campaign projects
- Meet monthly/quarterly/annual capital projects revenue goals
- Deliver timely and engaging stewardship of gift commitments and appropriate recognition

Budget Impact:

Item	Cost	Budget Coding	Budgets
Capital Campaign Travel	\$14,000	11-6528-6503	FY 20-21, FY 21-22, FY 22-23
Capital Campaign Materials, postage	\$10,500	11-6528-6502	FY 20-21, FY 21-22, FY 22-23
Capital Campaign events, recognition, stewardship	\$6,900	11-6528-6522	FY 20-21, FY 21-22, FY 22-23

Objective 4: Effective Marketing of Advancement Programs

Continue to build upon the brand and reputation of providing high quality and timely marketing and communications for the advancement programs of the institution. Communicate institutional relevance, effectiveness and stewardship principles of institutional mission.

Benchmarks:

- Deliver effective alumni programming, including reunions, events and recognition
- Delivery of print and electronic communication pieces including magazine, newsletters, and invitations
- Timely and effective delivery of messaging and stories to select social media channels
- Use of a variety of marketing channels to share the Sterling mission, messaging and stories to targeted segments
- Improve internal communication to ensure knowledge, expertise, information and sharing and collaboration

Budget Impact:

Item	Cost	Budget Coding	Budgets
Alumni Programming	\$11,000	11-3410-6510	FY 20-21, FY 21-22, FY 22-23
Sterling Magazine, other print	\$22,400	11-3408-6523	FY 20-21, FY 21-22, FY 22-23
Marketing channels, Front Rush	\$10,000	11-3408-6648	FY 20-21, FY 21-22, FY 22-23



SUPPORTING OUTSTANDING EMPLOYEES

Objective 1: Support Staff Development Initiatives

The College seeks to support its non-faculty employees through processes and resources that are currently present for faculty members. The establishment of the Staff Welfare Committee in 2018 was the start of this process.

Benchmarks:

- Codify the mission, vision and purposes of the Staff Welfare Committee
- Budget for staff professional development
- Develop an application process for staff professional development approved through the Staff Welfare Committee
- Annually update the employee handbook as a function of the Staff Welfare Committee

Budget Impact:

Item	Cost	Budget Coding	Budgets
Add staff development line to the annual budget	\$3,000		FY 21-22, FY 22-23

Objective 2: Establish a Consistent Evaluation Experience for all Employees

Benchmarks:

- Provide both formative and summative evaluations for all employees approved by Faculty Welfare and Staff Welfare
- Review faculty evaluation process to recommend and approve a new evaluative tool
- Continue annual evaluations of all employees

Budget Impact: None

Objective 3: Improve Human Resource Services

The College seeks to advise, train and support its employees through human resource functions at all levels of employ.

Benchmarks:

- Fill the vacant position of Director of Human Resources
- Evaluate and improve new employee orientation
- Expand new faculty orientation to include robust adjunct/online faculty orientation
- Add FERPA training requirement for all employees annually
- Create onboarding and offboarding checklist for all employees
- Create staff leave sharing system to benefit employees needing catastrophic leave benefits

Budget Impact:

Item	Cost	Budget Coding	Budgets
Fill vacant Director of Human Resources Position	\$50,000 with salary and benefits		FY 22-23
Implement Catastrophic Leave System	Annual cost of \$15,000		FY 21-22, FY 22-23



SUPPORTING OUTSTANDING EMPLOYEES

Objective 4: Restore Salary and Benefits to All Employees

The College seeks to restore salary and benefits that were cut during the COVID-19 budget response.

Benchmarks:

- Restore all staff position salaries that were cut by 10 percent in March 2020
- Restore all hourly positions to normal status that were cut to 30 hours per week in March 2020
- Restore TIAA-CREF retirement match that was cut to zero matching in March 2020

Budget Impact:

Item	Cost	Budget Coding	Budgets
Increase staff salaries from 90% to 100%			FY 21-22, FY 22-23
Increase hourly staff hours from 30 hours per week to 40 hours per week			FY 21-22, FY 22-23
Restore TIAA-CREF Retirement Benefits to 4% dollar for dollar match to all participating employees			FY 21-22, FY 22-23



EQUIP STUDENTS FOR EXCELLENCE

Objective 1: Develop a Robust First-Year Program

The College seeks to support its new students (freshmen and transfers) with various resources that will help them to succeed academically, socially and in all activities.

Benchmarks:

- Resource 100 percent of students with learning disabilities through academic accommodations.
- Resource students with language barriers through providing ESL tutoring in Spanish.
- Expand online tutorial services by purchasing additional hours on third party tutorial service.
- Provide a library copy or OER resource of all textbooks for underprivileged students by 2023
- Increase the number of staff members in the Office of Student Success by 2022

Budget Impact:

Item	Cost	Budget Coding	Budgets
Annual Library Textbook Budget	\$3,250		FY 20-21, FY 21-22, FY 22-23
Third Party Tutoring – Annual contract	\$5,600		FY 20-21, FY 21-22, FY 22-23

Objective 2: Retain Students at a Rate of 74% or Higher by 2023

The College seeks to successfully meet student needs in such a way that they will retain at a higher rate in each of the three years of the strategic plan.

Benchmarks:

- Gather additional data on why students retain or leave through metrics such as student involvement, grade point average, academic status, etc.
- Have Jenzabar retention model fully operational by Summer 2021
- Train faculty advisors annually to produce a consistent and predictable advising experience
- Increase participation in student internship experiences to 80% of graduates by 2023

Budget Impact:

Item	Cost	Budget Coding	Budgets
Jenzabar Retention Module Update – one time cost	\$1,000		FY 20-21

Objective 3: Resource Athletic Programs for Success

Benchmarks:

- Hire a full-time strength and conditioning coach by 2022 to provide a consistent experience throughout all athletic programs
- Increase the diversity of coaching staffs
- Establish a Spiritual Growth program for all coaches through the Chaplain's office

Budget Impact:

Item	Cost	Budget Coding	Budgets
Add Full Time Strength & Conditioning Coach	\$40,000 (with benefits)		FY 22-23

Objective 4: Improve the Student Life Experience

Benchmarks:

- Fully reliable dormitory technology



EQUIP STUDENTS FOR EXCELLENCE

- Fully reliable classroom technology
- Create two new outdoor spaces where students can gather (such as hammock park)
- Develop a plan to update and modernize the Student Union

Budget Impact:

Item	Cost	Budget Coding	Budgets
Creation of Outdoor Spaces (one each year for two years)	\$3,000 each		FY 21-22, FY 22-23

Objective 5: Expanding the Student Success Staff

Hire 2 Full-Time Employees:

Duties:

- Both Full-time personnel will oversee:
 - Handling data to make the necessary changes needed in the office that will affect all students
 - Handle all alerts
 - Teach the Academic Success class (online & on-campus)
 - Continue Metacognitive Learning Strategies that aid in Success
 - Attend necessary Success Committee's
 - Attend Admissions Committee meetings
 - Work with Academic Department for students admitted on-Probation
 - Work with students on SAP
 - Run CLEP & Accuplacer proctoring
 - Meet with at-risk students and probationary students.
 - Run/ regulate Study Halls
 - Overlook other positions listed below

If these positions were to concentrate solely on Probationary students, we could potentially increase the percentage of students on PB that we admit. We cannot currently do so since Brett and I are overlooking the entire student body to aid in Student Success. The job is getting done, but not as thoroughly as would be preferred.



EQUIP STUDENTS FOR EXCELLENCE

Hire 2 Part-time Employees:

- Disabilities & ESL Success Coach, and Engagement Coordinator**—This position would concentrate on Disabilities and Special Services and will double up as a Success Coach for these students, as well as for international students needing help with adjusting to the new learning environment. They will also concentrate on Student Engagement for these students, and work to fortify that.

Duties:

 - Be the point of contact for all students with a disability or an international student in need of help
 - Prepare all paperwork needed to accommodate students with disabilities or in need of ESL accommodations
 - Meet with the students periodically to ensure year-round success
 - Proctor all exams for these students as per their accommodations
 - Be available, & serve as a Success Coach
 - (if possible, and if they have the certification), run an ESL class for students
- Success Coach & Writing Center Coordinator**-- The other part time could be a Success Coach for students who do not have disabilities and are not on Probation, and run the Tutoring Program, Warrior Mentor Program, and concentrate on Student Engagement for students.

Duties:

 - Recruit tutors, and run the tutoring program year-round
 - Includes online tutoring
 - Fortify & run the Writing Center
 - Recruit & regulate the Warrior Mentoring Program
 - Serve as a Success Mentor for any student (not on disability, probation, or ESL).
 - Run the Student Engagement portion for all students (work with SGA, and other such entities).

Benchmarks:

- Higher percentage of students retained who are actively in the Academic Success program
- Increase in number of students who move off of academic notice after successfully participating in the program
- Delegation of tasks will allow for each staff member to improve in quality and efficiency in work efforts and student
- Ultimate goal of increasing capacity for the academic success program

Budget Impact:

Item	Cost	Budget Coding	Budgets
FT Student Engagement Director	\$24,500		FY 21-22
PT Disabilities & ESL Success Coach	\$12,500		FY 22-23
PT Engagement Coordinator	\$12,500		FY 22-23



IMPROVE FACILITIES, TECHNOLOGY, AND INFRASTRUCTURE

Objective 1: Expand Safety and Security Measures on Campus

Sterling College desires to protect the physical safety of our students and employees.

Benchmarks:

- Install card reader locks and security cameras in the new Gleason expansion
- Add wall pack lighting to dormitories throughout campus
- Expand safety protocols at large gatherings such as chapel by having safety personnel monitoring the events (consider using Criminal Justice majors to provide first line of security)

Budget Impact:

Item	Cost	Budget Coding	Budgets
Install card reader locks and security cameras in the new Gleason expansion	\$36,000		FY 20-21
Add wall pack lighting to dormitories	\$2,000		FY 20-21

Objective 2: Expand Safety and Security Measures Technologically

Sterling College seeks to minimize risk through various means outlined in our 2018 Technology Audit. Of the 17 risk areas outlined, 12 items have been addressed. The benchmarks below will complete the tasks recommended in the audit.

Benchmarks:

- Install security cameras outside and inside the server room
- Establish campus-wide password management policies and procedures
- Provide a more secure method (email encryption) to receive student PII (Personally Identifiable Information)
- Develop and practice consistent employee termination procedures regarding technology
- Maintain an active cybersecurity awareness program and cybersecurity insurance

Budget Impact:

Item	Cost	Budget Coding	Budgets
Annual cost for cybersecurity insurance of \$500K	\$2,500		FY 20-21, FY 21-22, FY 22-23
Installation of security cameras for server room	\$3,500		FY 20-21
Email encryption software purchase (annual cost)			FY 21-22



IMPROVE FACILITIES, TECHNOLOGY, AND INFRASTRUCTURE

Objective 3: Develop a Renewable Technological Infrastructure Schedule

Through our partnership with Gilmore Solutions, technology will be purchased on a rotating and predictable schedule that will ensure that all tech is up to date, warrantied and serviceable.

Benchmarks:

- Follow technology purchasing plan for infrastructure rotation to ensure all equipment is under warranty
 - New servers (Summer 2020)
 - Staff Machines (Summer 2021)
 - Access Points (Summer 2022)
 - Switches (Summer 2023)

Budget Impact:

Item	Cost	Budget Coding	Budgets
Purchase New Servers	\$40,000		FY 20-21
Purchase New Staff Machines	\$100,000		FY 21-22
Purchase New Access Points	\$75,000		FY 21-22
Purchase New Switches	\$100,000		FY 22-23

Objective 4: Complete a Contract to Renovate Smisor Stadium in Partnership with USD 376

The College, in partnership with the local Sterling school district, will take steps to upgrade and renovate the physical infrastructure of Smisor Stadium.

Benchmarks:

- Continue with the current facilities use agreement for FY 20-21. Consider the benefits of a 10-year contract with the school district to fund a campaign together (1/3 from USD 376, 2/3 from Sterling College)
- Consider benefits of a \$1.5M campaign for Smisor Stadium improvements
 - New Lighting
 - New Artificial Turf Field
 - New Track

Objective 5: Develop Plan to Move Art & Media Departments to Campus

The College seeks to prepare to house our Visual Arts and Media departments on the main campus instead of an auxiliary building off campus to increase visibility of these programs and safety.

Benchmarks:

- Make plans with the architect to include the visual arts and media programs into the renovations of Thompson Hall as part of the third phase of the SterlingNOW campaign.
- Make plans to renovate or sell the building that currently houses these programs.



IMPROVE FACILITIES, TECHNOLOGY, AND INFRASTRUCTURE

Objective 6: Begin Phase II of the SterlingNOW Campaign

The second phase of the SterlingNOW campaign is the construction of Zaid West Hall. Our goal is to begin this construction within the next three years.

Benchmarks:

- Design plans through the architect (Shelden Architecture) and construction management company (Simpson Construction) and develop a budget for the new Zaid West hall that will house the Science and Mathematics departments.
- After securing the funds necessary for construction, break ground on the new building (FY 23-24)

Budget Impact:

Item	Cost	Budget Coding	Budgets
Pre-Construction planning costs (Architect and Construction Mgmt)	\$30,000		FY 22-23