



Guard & Guide

Strategic Plan 2016-2020

Sterling College
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Sterling College Actions:

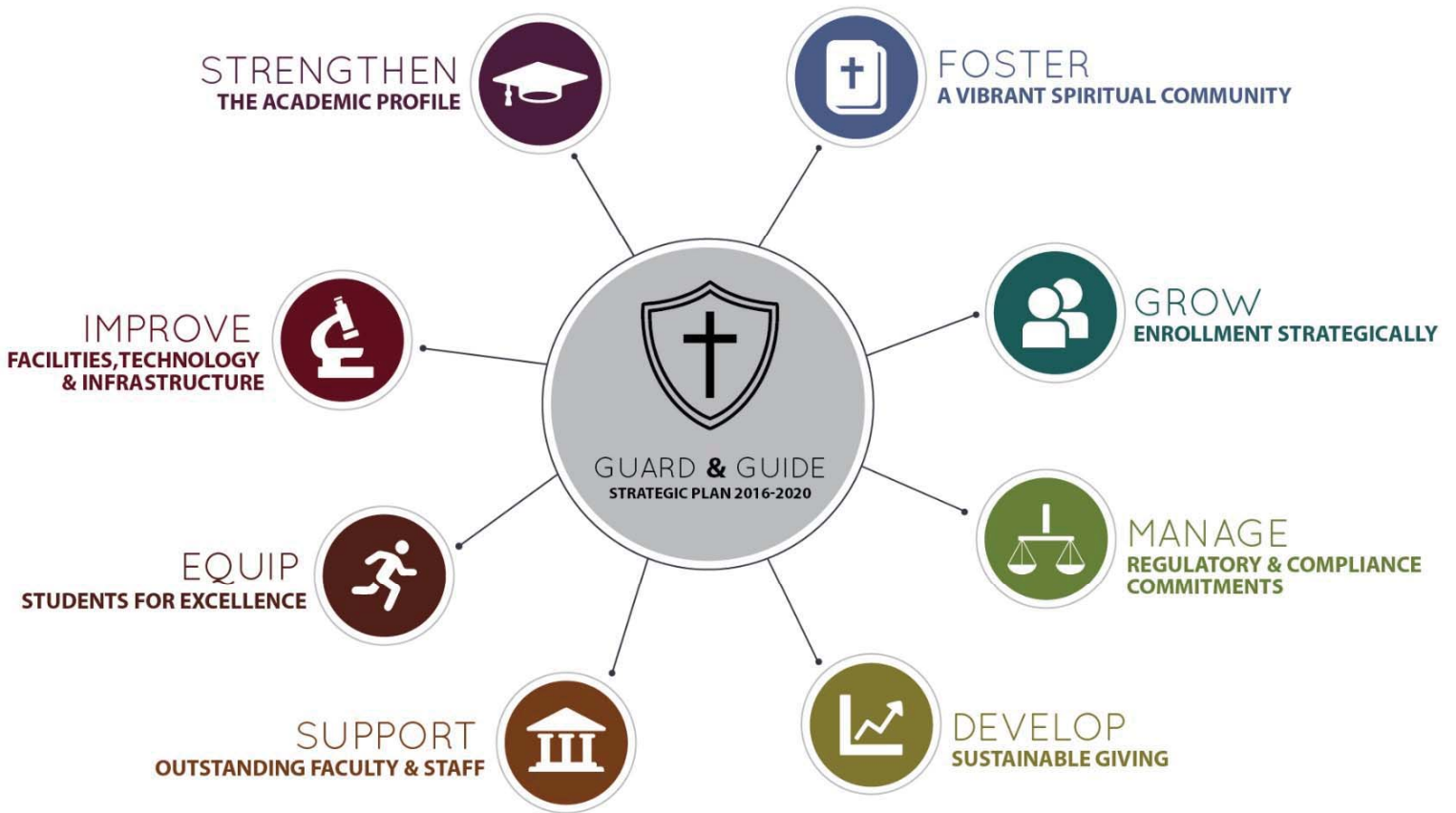
The “Guard & Guide” Strategic Plan was unanimously approved by the Board of Trustees on May 13, 2016. The strategic plan includes objectives that are measured in three different ways: 1) through measurable numerical benchmarks and data points; 2) through budgetary projections and commitments; and 3) through timetable deadlines.

Sterling has adjusted its five year projected budget to reflect these metrics and their requirements. The College has outlined eight strategic initiatives as follows:

- Strengthen the Academic Profile
- Foster a Vibrant Spiritual Community
- Grow Enrollment Strategically
- Manage Regulatory Compliance Commitments
- Develop Sustainable Giving
- Support Outstanding Faculty & Staff
- Equip Students for Excellence
- Improve Facilities, Technology & Infrastructure

Under these eight strategic initiatives, the College has identified 46 strategic goals. Each of these goals are further defined through specific objectives, benchmarks and data points. The budget impact of each of these goals has been defined or projected. To provide accountability and accuracy, each goal is also tied directly to a specific budget fund number and will be tracked and audited throughout the four years of the strategic plan. These numbers will assist the College in budget planning and allocation for the next several years.

In addition, as a Christ-centered institution, the College felt it was important to provide mission relevance to each strategic goal. This missional narrative explains the “why” behind the College’s decision to choose each goal as strategic. Finally, Sterling has created a timetable for each strategic goal that will provide accountability and deadlines to ensure that each goal is completed or assessed on schedule.





STRENGTHEN THE ACADEMIC PROFILE

Strategic Plan Goal	INTEGRATION OF FAITH AND LEARNING
Objective(s)	<p>As SC strives to create the optimal learning environment critical to the success of a Christian classroom, the College will create supportive resources, structures, and strategies to fully integrate faith and learning that focuses on the critical examination of academic content through the lens of a Christian student.</p>
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • To achieve this vision, the College will identify a <i>Director for the Integration of Faith and Learning</i>, to be supervised by the Office of Academic Affairs. • The Director for the Integration of Faith and Learning will design and direct the structure, planning, and budgetary resources required to design, create, deliver, assess, and maintain such learning environments.
Budget Impact	<ul style="list-style-type: none"> • Stipend for Director (\$3,000) • Annual Budget for Resources, etc. (\$2,500)
Mission Relevance	<p>This strategic plan goal is core to the very mission of Sterling College, "To develop creative and thoughtful leaders <i>who understand a maturing Christian faith.</i>"</p>
Timetable	<ul style="list-style-type: none"> • Identification of a Director, for the 2017-18 year, and beyond. Annual Departmental Review of all support, resources, and faculty training, at the close of each academic year. • Provide review to the President for information/evaluation prior to the start of each academic year. • The Director will work with the Professional Learning Committee (PLC) each year to provide professional learning opportunities that focus on the integration of faith and learning.
Strategic Plan Goal	PROFESSIONAL LEARNING & DEVELOPMENT
Objective(s)	<p>To further develop and support professional learning for the faculty of Sterling College, the Office of Academic Affairs will establish a <i>Professional Learning Committee (PLC)</i> and structure to identify and target specific professional needs of the faculty, develop and delivery professional learning opportunities for those faculty to address those needs, and to assess both the professional learning opportunities as well as expanded skills and learning of those faculty, in an on-going and continuous cycle for annual improvement – to be evaluated by the PLC in a report to be generated annually at the end of each academic year.</p>

<p>Benchmark(s) and Data Point(s)</p>	<ul style="list-style-type: none"> • Formation of a PLC for the 2016-17 academic year, and beyond. • Creation of professional learning days within the 2016-17 academic calendar, and beyond. • Successfully design, deliver, and assess of the 2016-17 professional learning days. • Assess and enhance the overall <i>New Faculty Orientation</i> process, the <i>Mentoring Program</i> for new faculty, and the <i>professional learning days</i> for all faculty.
<p>Budget Impact</p>	<p>Initially, none, as Academic Affairs will fund and support these learning opportunities. However, within annual reviews, the PLC should recognize if establishing a professional development budget is required for the successful achievement of further objectives within this goal.</p>
<p>Mission Relevance</p>	<p>This strategic plan goal is core to the mission of Sterling College, "To develop creative and thoughtful leaders who understand a maturing Christian faith," as it focuses on how we teach, i.e. the professional development of the professors within our classrooms to increase the overall student learning experience through enhanced skills associated with pedagogical strategies.</p>
<p>Timetable</p>	<ul style="list-style-type: none"> • Formation of a PLC for the 2016-17 academic year, and beyond, including regular meetings of this committee as necessary. • Creation of professional learning days within the 2016-17 academic calendar, and beyond, which focus on the professional learning needs of our faculty. • Successful design, delivery, and assessment of the 2016-17 professional learning days, to be reviewed by the PLC. • Continued focus on the PLC, professional learning days, and those delivered topics, into the 2017-18 academic year, and beyond.
<p>Strategic Plan Goal</p>	<p>CONTINUE GROWTH OF SIGNATURE ACADEMIC PROGRAMS</p>
<p>Objective(s)</p>	<p>In an effort to provide continuous growth and improvement of signature academic programs, the Office of Academic Affairs, assisted by the academic department chairs, will continually assess the programs within each department, recognize the potential for signature academic programs and certificate opportunities, address potential interdisciplinary study options, and review and expand on the efficiency of those programs through a variety of platforms and modes of delivery.</p>

<p>Benchmark(s) and Data Point(s)</p>	<ul style="list-style-type: none"> • Regular assessment of programs, at the academic departmental levels, through an established cycle of program review. • Recognize any potential signature academic programs, certificate opportunities, and interdisciplinary study options, within our established programs and degree options. • Furthermore, the platform and mode of delivery for these programs and options should be reviewed within the program review cycle, to evaluate the effectiveness and potential options for further delivery. • Design and submit the Cycle of Program Review, by the Associate VP for AA, to all constituents, including the Higher Learning Commission. Program reviews should include potential signature program additions and enhancements, as well as interdisciplinary study opportunities. In addition, the program review will evaluate whether current platforms and modes of delivery are meeting the needs of the program and students, and whether further expansion and/or support is necessary.
<p>Budget Impact</p>	<p>None, at this time, but to be addressed within each annual review.</p>
<p>Mission Relevance</p>	<p>In an effort “To develop creative and thoughtful leaders who understand a maturing Christian faith,” this goal focuses on the curricular component of the education process in regards to <i>what we teach</i>, by identifying subjects, topics, courses, and programs that are of relevance to today’s society, the needs of our students, and the growth of signature academic programs at our institution.</p>
<p>Timetable</p>	<p>This review will be performed annually, at the close of each academic year, beginning in summer 2017 by the Office of Academic Affairs.</p>
<p>Strategic Plan Goal</p>	<p>EXPAND AND SUPPORT HONORS PROGRAM</p>
<p>Objective(s)</p>	<p>Focus on the (1) honors classes offered at SC within the established Honors Program, and (2) the academic organizations offered at SC to further support students in academic areas beyond the typical classroom and course time offerings.</p>
<p>Benchmark(s) and Data Point(s)</p>	<ul style="list-style-type: none"> • Review and expand on the Lilly Fellows relationship, by identifying specific faculty to attend their conference. • Review and expand the role of the SC Honors program, their goals and objectives, as well as the expansion of honors-based courses to be offered at Sterling College. • Begin an Undergraduate Humanities Conference that will allow students to propose, develop and present papers fitting with the annual theme (Christ and Culture in 2017).

<p>Budget Impact</p>	<ul style="list-style-type: none"> • \$4,500 per year starting in fall 2017 and ongoing to support stipends of \$1,500 per course for three courses • \$1,000 per year for one faculty member to attend Lilly Fellows conference in October every other year starting in 2018 • \$1,000 per year starting spring 2017 for the Undergraduate Humanities Conference.
<p>Mission Relevance</p>	<p>Further enhance <i>what we teach</i>, as well as <i>how we teach</i>, through the identification of specific subject matter, topics, and courses, which directly support the academic needs of our students.</p>
<p>Timetable</p>	<ul style="list-style-type: none"> • Review SC Honors program goals, objectives, and honors-based courses currently offered at SC, as well as those areas for potential expansion (beginning summer 2017). • Evaluate SC’s relationship with the Lilly Foundation (beginning summer 2017).
<p>Strategic Plan Goal</p>	<p>LAUNCH MASTER’S PROGRAM</p>
<p>Objective(s)</p>	<p>To (1) gain approval for full accreditation to offer Master’s level courses and programs, and (2) to launch two fully approved and accredited master’s programs at Sterling College.</p>
<p>Benchmark(s) and Data Point(s)</p>	<ul style="list-style-type: none"> • Fully develop the curriculum for two master’s level degrees. • Submit two Substantive Change Requests to the Higher Learning Commission, containing those program and their curricula. • Successfully market and launch both master’s programs. • Approval of the curriculum for two master’s level degrees, by both faculty governance committees, as well as the SC Board of Trustees. • Approval of Substantive Change Requests submitted to the HLC. • Market and deliver both master’s programs, with expected launch dates of Summer 2018.
<p>Budget Impact</p>	<p>MA in Sports Ministry: After approximately \$20,000 in start-up costs, the program will become self-sufficient. This is based upon a minimum enrollment of four students, well below our first anticipated enrollment of eight students in the first cohort, at \$375/credit hour each year, to cover annual costs which include instructional costs for the courses as well as load reductions related to additional administrative costs and scholarship and scholarly activity requirements for graduate faculty.</p> <p>MS in Athletic Training: The athletic training program is (as our current bachelor’s degree) and will be (as a future master’s degree) financially self-sufficient. This goal is driven by the transition of the degree level from the baccalaureate to master’s level. With this transition, students who enter the institution seeking the athletic training program will naturally transition to the MS level.</p>

<p>Mission Relevance</p>	<p>In an effort to further enhance the strategic goal of “Continue Growth of Signature Academic Programs”, while focusing on the development of “... creative and thoughtful leaders who understand a maturing Christian faith,” this goal focuses on the curricular components in regards to <i>what we teach</i>, by identifying subjects, topics, courses, and programs <i>at the graduate level</i>, that are of relevance to today’s society, the needs of our students, and the growth of signature academic programs at our institution.</p>
<p>Timetable</p>	<ul style="list-style-type: none"> • Spring 2016: Gain approval of the curriculum for two master’s level degrees, by both faculty governance committees, as well as the SC Board of Trustees. • Spring 2017: Gain approval of Substantive Change Requests submitted to the HLC. • Fall 2017: Successfully market and deliver both master’s programs • Fall 2018: Launch dates
<p>Strategic Plan Goal</p>	<p>PERSONALIZE THE ACADEMIC ADVISING PROCESS</p>
<p>Objective(s)</p>	<p>To improve and personalize the overall advising processes for the students of Sterling College.</p>
<p>Benchmark(s) and Data Point(s)</p>	<ul style="list-style-type: none"> • To achieve this multi-faceted goal, the Office of Academic Affairs will conduct an annual review of the academic advising process. • Within this review, AA will recognize strengths, weaknesses, opportunities and threats associated with the optimal advising experience for our students. An annual academic advising report will be constructed at the close of each academic year, which will be presented to the President for information and review, as well as the faculty of the College and the PLC. Areas of success as well as those areas in need of improvement will be identified within this report, and addressed throughout the year through professional development activities targeting specific tactics and strategies.
<p>Budget Impact</p>	<p>None, at this time, but to be reviewed annually.</p>
<p>Mission Relevance</p>	<p>In our effort to develop and prepare our students before (during the admissions process), during (while at SC), and after (beyond graduation) their time at Sterling College, an optimal and personalized academic advising process is required, and not hoped for. These efforts will help achieve greater levels of efficiency and satisfaction within these areas.</p>
<p>Timetable</p>	<p>Reviews will begin in summer 2017, and continue annually thereafter.</p>



Strategic Plan Goal	MAINTAIN A HIGH VIEW OF GOD AND A HIGH VIEW OF SCRIPTURE
Objective(s)	Dedicate one chapel service to the subjects of scriptural inerrancy (High View of Scripture) and the deity of Jesus Christ (High View of God)
Benchmark(s) and Data Point(s)	Schedule these teachings one each semester beginning with Spring 2017
Budget Impact	The Chaplain will schedule the speakers and the dates for these talks. No additional budgetary requirements are necessary.
Mission Relevance	Scriptural inerrancy and Christ's deity are foundational beliefs for the Christian faith and the mission of the College.
Timetable	Starting Spring 2017 and ongoing
Strategic Plan Goal	ESTABLISH STRATEGIC PRAYER INITIATIVES
Objective(s)	Continue and expand prayer efforts on and off campus
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Participate in Governor's Prayer Breakfast • Recruit and inform prayer partners to support the capital campaign and the president. • Print & send the Prayer Warrior publication • Promote Jess Langvardt's prayer initiative for football players.
Budget Impact	<ul style="list-style-type: none"> • Governor's Prayer breakfast costs approximately \$1,500 for meals, travel & lodging • Prayer Warrior publication and mailing costs approximately \$2,600 annually.
Mission Relevance	Prayer is part of a maturing Christian faith
Timetable	Ongoing

Strategic Plan Goal	PROMOTE SERVANT LEADERSHIP THROUGH COMMUNITY SERVICE
Objective(s)	Establish annual scholarships for students who serve their communities. Promote "Love Sterling" community service project
Benchmark(s) and Data Point(s)	Build servant leadership scholarships to the point of awarding five per year by 2020 Serve the community of Sterling through at least 30 service projects per year
Budget Impact	<ul style="list-style-type: none"> • Servant Leadership awards of \$1,000 per student or \$5,000 per year by 2020 • Love Sterling expenses are projected annually at approximately \$1,000
Mission Relevance	Our core value of service states: "Faithful practice of redemptive servant leadership involving a vision of wholeness in a broken world."
Timetable	<ul style="list-style-type: none"> • Spring 2017 and ongoing annually for Love Sterling • Servant Leadership scholarship awards beginning Fall 2018
Strategic Plan Goal	CONTINUE TO PARTNER WITH STRATEGIC COALITIONS
Objective(s)	Establish a strategic partnership with the Evangelical Presbyterian Church
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • A signed strategic partnership in place with the Great Plains Presbytery of the EPC (Completed October 2016) • Attend EPC regional and national conference
Budget Impact	\$2,500 in travel costs annually
Mission Relevance	Sterling's historic ties to the Presbyterian Church would be re-established through this strategic partnership
Timetable	Fall 2016 and ongoing

Strategic Plan Goal	INCREASE THE INFLUENCE OF MINISTRY TEAMS
Objective(s)	Expand the impact of Ministry Teams' off-campus events
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Provide chapel services for at least eight Christian schools annually • Provide services for at least five youth group events annually • Seek to develop relationships with groups like FCA, Young Life, etc.
Budget Impact	Ministry team expenses total approximately \$5,300 annually
Mission Relevance	Promotes core value of Calling: "Faithful discovery and pursuit of each person's particular calling in life"
Timetable	Completed by July 2017 and ongoing.
Strategic Plan Goal	NURTURE AND SUPPORT A CHRIST-CENTERED COMMUNITY
Objective(s)	Promote chapel attendance among our faculty and staff
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Officially close offices during chapels and convocations • Emphasize expectation of regular chapel attendance in the employee handbook • Cabinet members encourage employees under them to attend chapel regularly. • Create a way for faculty and staff to comment on chapel programs in an interactive way.
Budget Impact	No additional budgetary requirements anticipated
Mission Relevance	Develops the core value of community at Sterling College
Timetable	Ongoing

Strategic Plan Goal	
Strategic Plan Goal	SERVE NON-CHURCHED STUDENTS
Objective(s)	Strengthen the Foundations of Servant Leadership Class syllabus to include more teaching about the basic tenets of the Christian faith.
Benchmark(s) and Data Point(s)	The Foundations of Servant Leadership class will undergo a review that is compatible with HLC standards. The VPAA will lead the review of the Foundations class.
Budget Impact	No budget impact
Mission Relevance	Promotes the core value of Community: "Mutual respect amid diversity as members of the body of Christ"
Timetable	Implement starting Fall 2018



Strategic Plan Goal	INCREASE LEGACY STUDENT ENROLLMENT AT STERLING COLLEGE
Objective(s)	Increase the number of Legacy students at Sterling College
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Contact Legacy families about new Alumni Scholarship increase (now \$1,000). • Seek Legacy “endorsement” from current Legacy student for a print piece • Seek a Legacy parent or grandparent “endorsement” for Legacy parent letter.
Budget Impact	The award is a “discount” and will not impact the budget. However, approximately \$1,000 will be spent in additional print piece and mailings.
Mission Relevance	This goal helps to perpetuate Sterling’s mission and experience to a new generation of Sterling-related alumni.
Timetable	New strategies and plans would need to be made for Fall 2017 implementation and ongoing.
Strategic Plan Goal	INCREASE ALUMNI INVOLVEMENT IN RECRUITMENT EFFORTS
Objective(s)	Make specific plans to reach out to alumni teachers, alumni youth pastors/directors and alumni in general in order to grow our referral program including personal contact (phone), mailing, email, new page on SC website detailing alumni referrals and a “thank you” memento for alumni who refer students who attend.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Number of alumni student referrals increase to 75 or more • Number of new students from Alumni Referrals increase to 15 or more
Budget Impact	Covered within current budget – no additional budgetary impact
Mission Relevance	Bringing more students to Sterling College will perpetuate our mission and experience.
Timetable	Fall 2017 implementation and ongoing

Strategic Plan Goal	INFLUENTIAL AND INNOVATIVE MARKETING IDEAS TO INCREASE ENROLLMENT
Objective(s)	<ul style="list-style-type: none"> • Adopt a robust Customer Relationship Management (CRM) program which offers a more personalized print, social media, text, email and web-based approach to recruitment • Continue to utilize an online campus tour program (YouVisit)
Benchmark(s) and Data Point(s)	Measure the number of applicants, visitors and deposits related to CRM adoption and campus tour program.
Budget Impact	<ul style="list-style-type: none"> • \$30,000 for CRM for 2016-17 and 2017-18 fiscal years. Adoption of a new CRM for 2018-19 has anticipated costs of \$75,000 or more. • \$15,500 per year for online virtual campus tour program
Mission Relevance	Bringing more students to Sterling College will perpetuate our mission and experience.
Timetable	CRM decision to be made by Spring 2018
Strategic Plan Goal	INCREASE INITIAL CONTACTS THROUGH NEW CAMPUS EVENTS
Objective(s)	Expose new prospective students and families to Sterling College through specially designed campus events to bring high school students to campus. Events such as: History/Art Exhibition, Criminal Justice Events, Psychology Day, Choir Weekend, Film/Communications Event, Debate-Forensics meet, etc.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Increase overall attendance at campus events from 350 in 2015-16 to 500 or more. • Increase applications of students whose initial contact source is campus events from 20 in 2015-16 to 35 or more. • Increase enrollment of students whose initial contact source is campus events from five in 2015-16 to 10 or more.

Budget Impact	<p>Approximately \$1,500 total for new campus events as follows:</p> <ul style="list-style-type: none"> • History/Art Exhibition • Criminal Justice • Psychology Day • Choir Weekend • Film/Communications • Debate/Forensics
Mission Relevance	Bringing more students to Sterling College will perpetuate our mission and experience.
Timetable	Planning for all campus events will be done through Summer 2016 in advance of the new academic year.
Strategic Plan Goal	TRAIN ALL EMPLOYEES IN RECRUITING STRATEGIES
Objective(s)	<p>To expose faculty and staff to the importance of recruiting and how each of them can be helpful in the process. This will be done through:</p> <ol style="list-style-type: none"> 1) Professional development days for faculty and staff 2) Provide an information piece to be given to all new employees 3) Provide strategies to all employees through the Employee Handbook 4) Provide occasional recruitment updates during all-employee meetings
Benchmark(s) and Data Point(s)	Once documents are complete and recruitment (Admissions) becomes a regular topic for faculty meetings (a few a year) and all-employee meetings, this goal will have been achieved.
Budget Impact	No budgetary expense other than staff time
Mission Relevance	Reminding employees of their importance to Sterling's mission and perpetuating it to potential new students
Timetable	Begin implementation by Fall 2017 and full implementation by Fall 2019

Strategic Plan Goal	
Strategic Plan Goal	SUPPORT SPECIAL PROGRAMS TO INCREASE ENROLLMENT
Objective(s)	To help sponsor, promote and manage a choir and/or Highland Singers tours to various places from in-state to California, Oklahoma, Texas and Colorado that will double as a recruiting effort
Benchmark(s) and Data Point(s)	Gain at least 25 new prospective students for Sterling with a goal of seeing at least 10 students matriculate who would have had contact during Tour.
Budget Impact	<ul style="list-style-type: none"> • Special marketing dollars in the amount of \$2,500 or more annually • \$1,000 in expenses for admissions staff travel, meals and lodging
Mission Relevance	Promoting the College through our own students and programs allows prospective students to see our mission in action through Christ-honoring performances and programs.
Timetable	<ul style="list-style-type: none"> • \$2,500 for 2017 tour • \$2,000 for 2018 tour • \$1,500 for 2019 tour and beyond



MANAGE REGULATORY AND COMPLIANCE COMMITMENTS

Strategic Plan Goal	STRENGTHEN KEY POLICIES & PROCEDURES WITH SCRIPTURAL REFERENCES
Objective(s)	Embed Scriptural references into the Board Policy Manual & Employee Handbook. Strengthen policies and statements regarding marriage, gender and human sexuality.
Benchmark(s) and Data Point(s)	Statements on life, marriage, gender and human sexuality approved by Faculty Council, administration and Board of Trustees by May 2017.
Budget Impact	This project does not require any additional budget.
Mission Relevance	This process will protect the College from litigation and strengthen our commitment to a high view of God and a high view of Scripture.
Timetable	Completed December 2016
Strategic Plan Goal	ENSURE COMPLIANCE WITH ALL APPLICABLE STATE & FEDERAL LAWS AND REGULATIONS
Objective(s)	Establishment of an Environmental Management System that meets EPA regulations
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Establish EMS team • Define roles & responsibilities for management processes and record keeping • Identify & prioritize environmental impacts & compliance commitments
Budget Impact	This goal will require no initial budgetary commitments
Mission Relevance	Stewardship of God’s creation with the goal of reducing the environmental impact of the College’s activities
Timetable	EMS team in place by Fall 2017

Strategic Plan Goal	ENSURE COMPLIANCE WITH ALL APPLICABLE STATE & FEDERAL LAWS AND REGULATIONS
Objective(s)	Annually remove hazardous waste from campus
Benchmark(s) and Data Point(s)	Remove all chemical waste from campus through an approved vendor (Clean Harbors)
Budget Impact	Budget \$5,900 annually (Based on 5-year average)
Mission Relevance	Student and employee safety and health is a priority.
Timetable	Annually in August of each year
Strategic Plan Goal	CONTINUE TO PARTNER WITH STRATEGIC COALITIONS
Objective(s)	Strengthen Sterling College's influence with the KICA
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Attend KICA President's meetings (President) • Read KICA legislative report (Cabinet) • Attend KICA Business Affairs Meetings (VP Admin, Controller) • Meet personally with Matt Lindsey each year
Budget Impact	Budget \$700 annually for all KICA travel/conference expenses
Mission Relevance	KICA continues to be a strong source of information on regulatory issues as the state and federal levels.
Timetable	Ongoing

Strategic Plan Goal	ENSURE COMPLIANCE WITH ALL APPLICABLE STATE AND FEDERAL LAWS & REGULATIONS
Objective(s)	Maintain a campus-wide Compliance Calendar & communicate awareness of compliance issues across the campus.
Benchmark(s) and Data Point(s)	EA to the President will build and update the compliance calendar and communicate changes to the campus constituencies monthly.
Budget Impact	This project does not require any additional budget.
Mission Relevance	This project protects the College through minimizing risk and fines and insures that Sterling College is compliant with state and federal law.
Timetable	Ongoing
Strategic Plan Goal	FOSTER RELATIONSHIPS WITH DECISION MAKERS AT THE CITY, STATE & FEDERAL LEVEL
Objective(s)	Contract with the City of Sterling to purchase wholesale water as needed.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> Signed contract to purchase wholesale water as a supplement to water rights irrigation. Cost of \$1.00 per 1,000 gallons for up to 25,000,000 gallons of water
Budget Impact	No budgetary impact immediately. Only if water is restricted by the state will this contract be enacted.
Mission Relevance	This contract will protect the College against any action taken by the State to shut down our irrigation wells due to Sterling being in a "closed" water district.
Timetable	Signed contract by May 2017

Strategic Plan Goal	
Strategic Plan Goal	CONTINUE TO PARTNER WITH STRATEGIC COALITIONS
Objective(s)	Send at one least staff member to the state or national conferences of strategic coalitions.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • CCCU (Coalition of Christian Colleges and Universities) • NAIA (National Association of Intercollegiate Athletics) • FSA (Federal Student Aid) • KASFAA (KS Association of Student Federal Aid Administrators) • RMAFSA (Rocky Mountain Assoc. of Student Federal Aid Administrators)
Budget Impact	<ul style="list-style-type: none"> • CCCU - \$2,500 annually • NAIA - \$2,000 annually • FSA - \$2,000 annually • KASFAA - \$630 annually • RMAFSA - \$1,100 annually
Mission Relevance	Information flow from national conferences can be vital. This information can provide a risk management advantage to the College.
Timetable	Annual and ongoing

Strategic Plan Goal	
Strategic Plan Goal	ENSURE COMPLIANCE WITH ALL APPLICABLE STATE & FEDERAL LAWS AND REGULATIONS
Objective(s)	Maintain 100% compliance with the College's top regulatory compliance commitments.
Benchmark(s) and Data Point(s)	<p>Ensure compliance with:</p> <ul style="list-style-type: none"> • Title IX (HR & VP for Student Life) • Clery Act (VP for Student Life) • DOE Ratio (President, Controller) • DOE Financial Aid (Director of Financial Aid) • OSHA (Director of Physical Plant)
Budget Impact	Budget \$15,000 for legal fees regarding compliance management. A successful year will be measured by zero fines or compliance issues in these areas.
Mission Relevance	Promotes core value of integrity to all strategic partners and constituents.
Timetable	\$15,000 budgeted for Fall 2017 and ongoing



Strategic Plan Goal	MEET STERLING FUND (UNRESTRICTED GIVING) GOALS
Objective(s)	Establish data driven annual giving goals, build strategy around that data, and use more detailed metrics
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Goal of \$800,000 in unrestricted gifts to be raised annually by June 30 • Merge Temporarily Restricted Annual gifts to Sterling Fund • 380 annual donor solicitation visits • Goal to increase Cooper Society from 239 members in 2016 to 300 members in 2020
Budget Impact	<ul style="list-style-type: none"> • Anticipated Phone-A-Thon costs of \$4,000 • Anticipated direct mail costs of \$12,000 • Estimated travel costs of \$21,750
Mission Relevance	Fundraising must play a key role in securing the long-term fiscal health of the College
Timetable	Monitored monthly and annually as identified in the Advancement Strategic Plan
Strategic Plan Goal	GROW PLANNED GIFTS AND ENDOWMENT
Objective(s)	Increase the number of stakeholders who include the College in their will or estate plans. Increase the College endowment by \$3 million in four years.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Use wealth indicators and inclination predictive modeling correlated to specific advancement activities • Continually assess philanthropic and endowment management (Quasi Endowment Fund established July 2016) • Deliver an effective stewardship program to Kelsey Society Members (currently 161 members- Fall 2016) • Annual goal of 96 visits • Annual goal of 24 estate planning solicitations
Budget Impact	Estimated travel expenses of \$6,100 annually

Mission Relevance	Larger gifts and endowment growth support annual operation, improve quality, and provide capital improvement.
Timetable	Monitored monthly and annually as identified in the Advancement Strategic Plan
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Strategic Plan Goal	GROW EFFECTIVELY ENGAGED VOLUNTEER LEADERSHIP
Objective(s)	Strengthen advocacy and outreach efforts to enhance Sterling’s presence in key markets and segments
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Transition the current National Advisory Council structure to develop eight dynamic academic and advancement-related committees • Effective management and relational growth of the comprehensive committee for the capital campaign
Budget Impact	Budgeted amount of \$4,800 annually for this objective
Mission Relevance	Engaging volunteers with academic and activity units will expand knowledge base, inform key decisions, improve quality, and assist with enrollment and resource development.
Timetable	Conduct eight separate advisory committees per year by 2020
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Strategic Plan Goal	FUND CAPITAL CAMPAIGNS
Objective(s)	Conduct a comprehensive capital campaign that raises \$22 million for capital projects.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Required resource (\$8 million) is secured for expansion at Gleason Physical Education Center that will improve the student experience. • Required resource (\$14 million) is secured for new construction of a classroom building and science center. • 82 donor solicitation visits annually through 2020

Budget Impact	<ul style="list-style-type: none"> • Timothy Group monthly retainer of \$60,000 (Covered by Capital Campaign fund) • Estimated travel expenses of \$43,200 annually
Mission Relevance	Increasing and improving academic space, athletic facilities, equipment and technology will educate and inspire students.
Timetable	Timetable for campaign completion: December 31, 2020
Strategic Plan Goal	EFFECTIVE MARKETING OF ADVANCEMENT PROGRAMS
Objective(s)	Build reputation as an advancement leader and advance the brand of the institution
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Deliver engaging alumni programming • 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 sharing and collaboration • Deliver two Sterling Alumni magazines annually to mailing list of 8,000 • Hold 12 social events on average annually for alumni
Budget Impact	<ul style="list-style-type: none"> • Anticipated annual cost of \$20,000 for alumni magazine printing & mailing • Annual budget of \$20,000 for alumni events
Mission Relevance	Communicates institutional relevance, effectiveness and stewardship
Timetable	Annually monitoring



SUPPORT OUTSTANDING FACULTY AND STAFF

STRATEGIC PLAN GOAL	ENHANCE PROFESSIONAL DEVELOPMENT & TRAINING
Objective(s)	Establish a PD&T team to promote, support and communicate professional development and training opportunities to all employees.
Benchmarks and Data Point(s)	<ul style="list-style-type: none"> • Formation of a PD&T team for the 2017-18 academic year, and beyond. • Creation of professional learning dates/times within the 2017-18 calendar, and beyond. • Successfully design, deliver and assess the 2017-18 professional learning events.
Budget Impact	No budget impact initially.
Mission Relevance	This strategic plan goal is core to the mission of Sterling College, “To develop creative and thoughtful leaders who understand a maturing Christian faith,” as it focuses on <i>how we serve others</i> , i.e. the professional development of the employees within our institution and individual departments.
Timetable	<ul style="list-style-type: none"> • Formation of a PD&T team: Spring 2017 • Creation of professional learning dates/times within the 2017-18 academic calendar, and beyond, which focus on the professional learning needs of our employees: Fall 2017 • Successful design, delivery and assessment of the 2017-18 professional learning events, to be reviewed by the PD&T team: Fall 2018 and ongoing
Strategic Plan Goal	EXPAND CONTINUING EDUCATION POLICIES
Objective(s)	Promote, communicate and encourage professional development and continuing education for staff at Sterling College.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Promote continuing education for staff through involvement in professional organizations and conferences. • Staff would write a proposal for those opportunities that are not funded by a department budget. • Up to 10 proposals approved annually by the Professional Development & Training Team.
Budget Impact	\$5,000 annually beginning Fall of 2018

Mission Relevance	Our employees are our greatest resource to fulfill the mission of Sterling College. Supporting staff members with continuing education will provide them with additional skills that will help them carry on the mission of the College more productively.
Timetable	Beginning Fall 2018 and ongoing
Strategic Plan Goal	PROVIDE ROBUST AND CONSISTENT NEW EMPLOYEE ORIENTATION
Objective(s)	<ul style="list-style-type: none"> • Construct clear and documented guidelines and processes outlining "New Employee Orientation" needs, support and resources • Identify and target specific needs of all new employees • Develop, document and deliver orientation and training opportunities for new employees to address those needs.
Benchmarks and Data Point(s)	<ul style="list-style-type: none"> • Provide detailed information about housing, local school districts, daycare opportunities, etc., to prospective employees. • Develop a new employee checklist through the HR director • Sponsor intentional social gatherings scheduled regularly throughout the year to help new employees connect with new and current staff.
Budget Impact	\$1,000 per year (\$50 per employee for 20 new employees per year)
Mission Relevance	New employees have many unique needs that require specific "onboarding" functions on the part of Sterling College. Providing a more individualized orientation experience for new employees will assist in their transition and promote job satisfaction.
Timetable	<ul style="list-style-type: none"> • Assess and write guidelines for new employee orientation: Fall 2017 • Deliver job-specific orientation to new employees: Fall 2018

Strategic Plan Goal	ESTABLISH A CONSISTENT EVALUATION EXPERIENCE FOR ALL EMPLOYEES
Objective(s)	To provide annual evaluations to all employees in a consistent manner that provides both summative and formative data.
Benchmarks and Data Point(s)	<ul style="list-style-type: none"> • Human Resource Director is responsible to require annual evaluations that will be conducted, completed and on file in the HR office. • A consistent and published timetable for supervisors to complete evaluations will be communicated and distributed
Budget Impact	No budgetary impact
Mission Relevance	Consistent evaluations will provide encouragement, accountability and provide data for decision making with regard to personnel.
Timetable	<ul style="list-style-type: none"> • All employees with current evaluation on file: Fall 2017 • Timetable and evaluation schedule published for supervisors: Fall 2017
Strategic Plan Goal	GROW DEPARTMENT FUNDING & SUPPORT
Objective(s)	Increase the support for campus departments and initiatives through intentional grant writing support.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Define which projects, departments or initiatives would benefit the most from special fundraising through seeking grants. • Hire a part-time grant writer to seek support for these projects
Budget Impact	100 hours of grant writing services @ \$60 per hour: \$6,000 annually
Mission Relevance	Sterling College has several departments and initiatives that would be eligible for grant funding. Strengthening these programs would allow these departments to more fully achieve their mission.

<p>Timetable</p>	<ul style="list-style-type: none">• Identify projects or departments that would benefit greatly from grants: Spring 2017• Gradually increase funds spent on grant writing services: 2017-18 (\$2,000); 2018-19 (\$4,000); 2019-20 (\$6,000)
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EQUIP STUDENTS FOR EXCELLENCE

<p>Strategic Plan Goal</p>	<p>ENHANCE STUDENT LIFE SERVICES</p>
<p>Objective(s)</p>	<p>Provide a comprehensive co-curricular educational experience for students.</p>
<p>Benchmark(s) and Data Point(s)</p>	<p>Research college programming and learning models to develop a model for SC to include:</p> <ul style="list-style-type: none"> • Provide annual professional development and training of Student Life staff (Conferences, Online training, books, journals, etc.) • Increase the percentage of graduates who have completed a professional internship to 80% by 2020 • Increase the percentage of students that participate and progress through the stages of the career planning process. • Develop a programming model that includes progressive learning objectives, including but not limited to conflict management, diversity and inclusion initiatives, self-care, personal responsibility and communication.
<p>Budget Impact</p>	<ul style="list-style-type: none"> • Professional Development and Training - \$5,000 annually • Internships & Career Services – No budget increase • Career Planning Process – No budget increase • Residence Hall Programming Model – No budget increase
<p>Mission Relevance</p>	<p>Training promotes a better understanding of the people who serve others. Career services improvements provide graduates who can compete in the market. Residence programming provides persistent and best-practice models that will increase the retention and satisfaction of students.</p>
<p>Timetable</p>	<ul style="list-style-type: none"> • Professional Development and Training – Fall 2017 and Ongoing • Internships & Career Services – Fall 2017 and Ongoing • Residence Hall Programming Model – Fall 2017 and Ongoing

Strategic Plan Goal	SUPPORT FOSTER FAMILY PROGRAM
Objective(s)	Recruit and support foster families and target students who would benefit from the program.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Update recruitment material to: 1) include descriptive information about expectations and benefits of being a foster family; 2) promote benefits of foster family program to students through academic advisers, RDs and coaches to encourage those they feel would benefit the program to turn in an application. • Survey foster families and students annually in the fall to see if the program is meeting expectations and collecting data for improvements.
Budget Impact	<ul style="list-style-type: none"> • Recruiting Material Update - \$500 • Survey – no additional budget required (digital survey) • Student Assistant focused on Foster Family program- \$2,320 annually
Mission Relevance	Our core values are to have “active, vital partnerships with church, community and strategic partners.” The foster family program connects all of these areas with the students to provide opportunity for growth and support.
Timetable	<ul style="list-style-type: none"> • Recruiting Material Update – Fall 2017 and ongoing • Survey- Spring 2017 and ongoing • Student Assistant-Fall 2017 and ongoing
Strategic Plan Goal	ENHANCE STUDENT LIFE SERVICES
Objective(s)	Develop a First Year Program, including outcomes and resources.

<p>Benchmark(s) and Data Point(s)</p>	<ul style="list-style-type: none"> • Collaborate with offices/departments across campus to ensure a cohesive approach to FY student success • Review Foundations curriculum for new-student success learning outcomes • Create a workshop aimed at assisting undecided students to select a major • Representation on academic success committee—paying special attention to FY students • Orientation activities to meet the transition needs of FY students • Select and train peer mentors for “Foundations of Servant Leadership” classes • Identify ways for FY students to engage in appropriate 4-year career planning activities • Research successful/innovative FY programs at other schools • Document plans for reaching out to FY students throughout the year
<p>Budget Impact</p>	<ul style="list-style-type: none"> • Foundations Review-No additional budget required • Orientation Activities- No additional budget required for 2017-18. \$500 increase for 2018-19 programming. \$1,000 for upgraded software and programming 2019-20 • Workshops and Career Services-No additional budget required • Collaboration and Committee-No budget required • Research-No additional budget necessary • First Year Ongoing Outreach-No budget increase for 2017-18. \$500 increase for 2018-19. Additional \$500 increase for 2019-20
<p>Mission Relevance</p>	<p>Retention efforts begin with the welcome and first-year college experience. The better we can connect students to campus and each other, the more likely they will return to SC. Part of our retention issues are the social and transition skills our students need assistance with. A specific focus in these areas will develop a platform with which our upper classmen can be more successful.</p>
<p>Timetable</p>	<ul style="list-style-type: none"> • Foundations Review-2016-17 and Ongoing • Orientation Activities- Re-design Orientation for 2017-18. Add programs and services 2018-19, 2019-20 • Workshops and Career Services-Add FY career plans Fall 2017. Add workshops 2018-19 • Collaboration and Committee- Foundations Review Spring 2017 and Ongoing. Committee Fall 2016 and Ongoing • Research-Summer 2017 and Ongoing • First Year Ongoing Outreach- Fall 2017 and Ongoing

Strategic Plan Goal	
Strategic Plan Goal	ENHANCE STUDENT LIFE SERVICES
Objective(s)	Develop a plan to meet the needs of diverse and marginalized students at SC.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Promote awareness of diversity and inclusion within the confines of a biblical worldview • Review campus demographic and persistence data to address issues of retention • Train SL staff on supporting diverse student populations
Budget Impact	<ul style="list-style-type: none"> • Diversity Awareness-No additional budget required • Data Review-Campus software implementation in 2019-20 will need to include data collection and reporting capabilities. Unknown fiscal impact.
Mission Relevance	Data on marginalized student retention and services that are needed is a crucial part of the planning and retention process. As we look toward increasing retention numbers and providing for the needs of all of our students, we need better tracking and predictive information.
Timetable	<ul style="list-style-type: none"> • Diversity and Inclusion Initiatives-Fall 2017 • Data Review-gradual implementation 2019-20 and Ongoing



IMPROVE FACILITIES, TECHNOLOGY, AND INFRASTRUCTURE

Strategic Plan Goal	ADDRESS SAFETY & SECURITY ISSUES
Objective(s)	Automate door locking procedures and abilities by installing proximity locks on entry and auxiliary doors.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> Phase I will secure the chemical labs & chemical storage (3 doors) Phase II will replace all current proximity locks on campus (30 doors) Phase III will add 50 additional locks to many auxiliary entrances (50 doors)
Budget Impact	<ul style="list-style-type: none"> Phase I will cost approximately \$2,000. Phase II will cost approximately \$20,000. Phase III will cost approximately \$35,000.
Mission Relevance	Currently, the city's Sterling Police Department locks the doors, usually after midnight, which poses a risk to our students and staff. Safety of our students, faculty and staff is a priority because our people are our greatest resource and blessing.
Timetable	Phase I (Chemical Storage) during 2016-17 academic year. Phase II (Main entries) during 2017-18 academic year Phase III (Auxiliary entrances) during 2018-19 academic year

Strategic Plan Goal	ADDRESS SAFETY & SECURITY ISSUES
Objective(s)	Employ a campus security officer to increase student safety and increase access to security services.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> Provide a security presence at key events (commencement, chapel, athletics, fine arts performances) where large audiences of 500 or more are present. Enforce parking policies, ticket writing and record keeping as part of the duties of the campus security officer.
Budget Impact	Part-time employment of a security officer would cost between \$12,000 - \$18,000.

Mission Relevance	Sterling College desires to provide a safe and secure campus environment for all students and staff. A campus security officer would provide greater security and faster reporting in the event of an emergency on campus, while also assisting with the federal reporting requirements associated with the Clery Act.
Timetable	Part-time campus security officer on campus by fall 2019
Strategic Plan Goal	DEVELOP CAMPUS WIDE LANDSCAPING & GROUNDS PLAN
Objective(s)	Secure water rights to service irrigation for current 25-acres of grass on campus.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Meet with Division of Water Resources (DWR) personnel and Groundwater Management District 5 (GMD5) officials annually to assess compliance and research possible purchase of water rights. • Negotiate with City of Sterling to purchase water for irrigation at an agreed upon rate.
Budget Impact	It is unknown at this point how much water will be available and how much the water will cost.
Mission Relevance	Securing water for irrigation will allow SC to move forward with a campus-wide irrigation plan.
Timetable	Water agreement or rights secured by Fall 2020
Strategic Plan Goal	CREATE A CAMPUS WIDE TECHNOLOGY PLAN
Objective(s)	Utilize our expiring Jenzabar hours to effectively strengthen accounts receivable, financial aid and academic planning functions.
Benchmark(s) and Data Points	<p>Sterling College will use its Jenzabar hours as follows:</p> <ul style="list-style-type: none"> • 300 for JX AR management • 210 for Financial Aid • 90 for Academic Planner

Budget Impact	The Director of Technology & Innovation will manage these projects at no additional cost to the College.
Mission Relevance	These hours expire in June 2017, so using them effectively shows good stewardship.
Timetable	All implementations should be completed by May 31, 2017
Strategic Plan Goal	CREATE A CAMPUS WIDE TECHNOLOGY PLAN
Objective(s)	Establish reliable wireless capability throughout the campus <ul style="list-style-type: none"> • 100% of student rooms with reliable wireless access • 100% of offices and buildings with reliable wireless access
Benchmark(s) and Data Point(s)	Install 180 new wireless access points throughout campus
Budget Impact	The cost to update the wireless service is anticipated to be \$175,000. This outlay will be paid for through a lease purchase.
Mission Relevance	Reliable wireless is a service expectation for our staff, students and guests. Providing this service will reduce complaints, increase productivity and result in greater accessibility.
Timetable	Project completed by Fall 2017
Strategic Plan Goal	ESTABLISH A DEFERRED MAINTENANCE PLAN
Objective(s)	To have a comprehensive deferred maintenance plan for each of the 17 buildings on campus. Each building will have a deferred maintenance schedule that is prioritized and tied to the budget for each fiscal year.
Benchmark(s) and Data Point(s)	<ul style="list-style-type: none"> • Deferred maintenance schedule for each building • Each schedule prioritized by need • Dollar amounts attached to each need

Budget Impact	The cost to obtain a campus-wide plan is approximately \$35,000. This will pay for electrical, structural and mechanical engineers to assess the campus.
Mission Relevance	This goal promotes stewardship and builds trust with our faculty, staff, students and donors as facility needs are being met on a regular schedule.
Timetable	Plan in in place by fall 2018