A Time of New Beginnings

2020-2021 Strategic Plan Progress Report: An Executive Overview
2020-2024 Strategic Plan

Strategic Priorities:

• Enhance Academic Excellence
• Achieve Financial Sustainability
• Improve Efficiency and Effectiveness
• Engage the Community
2020-2024 Strategic Plan

Strategic Goals:

• Advance student success through transformation and innovation in teaching and learning, enhanced by the use of technology.

• Achieve financial sustainability through fundraising, asset management, transparent communication, and operational accountability.

• Improve efficiency and effectiveness through operational excellence, compliance, and shared leadership.

• Engage our community through outreach and partnerships while cultivating an ethos of friendship, respect, and collaboration.
2 Strategic Goals/Priorities

14 Sub-Goals

Some Progress on all Sub-Goals
2020-2022 Strategic Priorities

Goal 1 - Advance student success through transformation and innovation in teaching and learning, enhanced by the use of technology
1.1 Curriculum Review
1.2 Course Delivery
1.3 Program Investment and Promotion
1.5 Enrollment Process
1.6 Non-Residential Student Programs, Activities, and Service
1.8 School Resources for Enrollment
1.10 Community-Based Contextual Education Model
2020-2022 Strategic Priorities: Goal 1

2020-21 Progress:

- Completion and approval of curricular review and revisions of DMin, EJS, and GSRJ programs
- Proposal and approval of new tuition subscription model
- Applied for and received approval for CDE from COA/ATS
- Implementation of institutional aid awards to all students during Spring 2021
- Implementation of virtual NSO sessions
- Distribution of free laptops to interested students
- Implementation of technology support for students
- Successful completion of search for new faculty member and director of Black Religious Thought and Life program
- Reviewed and revised endowment policy
2020-2022 Strategic Priorities

Goal 2 - Financial sustainability through fundraising, asset management, transparent communication, and operational accountability
2.2 Alum/i/ae Engagement and Giving
2.3 Major Donors
2.6 Networking
2.7 Budgeting
2.8 Revenue
2.9 Grants
2.10 Investment Draw
2020-2022 Strategic Priorities: Goal 2

2020-21 Progress:

• Development of engagement structure for alumni/ae
• Initial and ongoing conversations with potential community partners
• FY 22 budget developed based on strategic initiatives, CRCDS mission and vision
• Development and implementation of the CRCDS Caring Community Committee
• Application and receipt of PPP loan and CARES Act grants
• Application and receipt of Lilly's Phase 1 Pathways Grant
• Budget stepped approach to decrease reliance on endowment
2021-2022 Annual Reporting Goals

Identification of strategic metrics

Inclusion of data visualizations