

CINCINNATI CHRISTIAN UNIVERSITY STRATEGIC PLAN

2010-2012

Approved by the Board of Trustees, May 14, 2010

Who We Are

Our Mission: *Building Christian leaders to serve the church and shape the world.*

The mission of Cincinnati Christian University is to teach men and women to live by biblical principles and to equip and empower them with character, skills, insight, and vision to lead the church and to impact society for Christ.

The Need: *This university exists because:*

- New and established churches need faithful, creative, well-informed leaders to preach God's Word and serve God's people;
- The workplace needs Christian leaders with high ethical standards;
- Our city and our world need well-educated Christian citizens who can communicate God's grace and truth interpersonally and cross-culturally;
- Students need the opportunity to study under biblically faithful, highly qualified professors who will shape their worldview and motivate them to honor God in all their endeavors.

Our Heritage: *Since 1924, Cincinnati Christian University has been committed to:*

- Communicating Biblical truth;
- Producing servant-leaders who love Jesus Christ and model excellence in preaching, church leadership, education, business, missions, counseling, pastoral care, and other areas of service;
- Applying the ideals of Biblical authority, Christian unity, and effective evangelism to the current culture with passion and relevance.

Our Vision: *Reaching millions by teaching thousands. We aspire to be a university that is:*

- Spiritually faithful and dynamic
- Academically excellent
- Relationally healthy
- Culturally relevant and engaged
- Numerically expanding our enrollment and reach

Strategic Differentiators

What makes CCU different from other colleges and universities? Among institutions of higher learning, *we are Christian*. Among Christian colleges, *we are a Bible college and seminary* with Scripture and ministry at the core of our curriculum and the heart of our mission. While we gladly serve students from a wide variety of backgrounds, among Bible colleges and seminaries, *we have a unique connection to the undenominational churches* associated with the Restoration Movement. (We are not the “only Christians,” but we are “Christians only.”) One other important differentiator of CCU is the location of our campus hub in Cincinnati: *We are strategically positioned in an urban center in the geographical heart of America*. At CCU we provide education that is **BOLD (Biblical, Outreach-oriented, Life-changing, and Distinctive)**.

Our Values

Cincinnati Christian University exists to serve the Lord and His church. Therefore, we want to do all things to the glory of God, with a Christ-like attitude, relying on the Holy Spirit’s power. We want to meet and exceed the reasonable expectations of our supporting churches, our students, our community, and our employees. The decisions we make, and our daily interactions with others both on and off campus, are guided by these deeply-cherished values:

1. **MINISTRY:** *We call our students to bear maximum fruit as servants of Christ.*
2. **SCRIPTURE:** *A CCU education is grounded in a high view of God’s inspired Word.*
3. **LOVE:** *We value people.*
4. **ETHICS:** *Biblical values shape our campus culture and our interactions with others.*
5. **LOYALTY TO OUR HERITAGE:** *We promote the ideals of Biblical authority, Christian unity, and effective evangelism espoused by the Restoration Movement.*
6. **QUALITY EDUCATION IN AN ATMOSPHERE OF FAITH:** *We blend academic excellence with the practical side of ministry.*

What We Plan to Do

Assumptions about issues/realities that will impact CCU over the next two years (2010-2012):

1. **Competition:** Increased competition from other higher education institutions, both Christian and secular, along with the trend among some larger churches to train their own leaders instead of looking to the Bible college/seminary for staff, have decreased the number of potential new enrollees from traditional markets.
2. **Community:** Since CCU's Price Hill campus "hub" is in a stressed urban community, our university will continue to experience increasing diversity and must continue to face the reality that many perceive our campus as an unsafe place to live and work.
3. **Vocational Shifts:** Our graduates will encounter new employment opportunities and challenges as changes occur in our cultural environment and in the expectations and needs of local churches.
4. **Economic Realities:** Due to the uncertainty of the global economy and CCU's lack of a substantial endowment, we face continued risk in funding and liquidity, and we must address affordability and accessibility for our students.
5. **Value/Differentiation:** We must emphasize the value of CCU's unique educational experience.
6. **Technology:** Rapid technological advances require state-of-the-art technology services and flexible long-term planning.
7. **Faculty and Staff:** Pay increases and benefits, which have been on hold during the current 18-months austerity period, are an urgent need that must be addressed.

Key Department Objectives for 2010-12:

- **Academics:** Continually develop a faculty, curriculum and support resources ready, willing and able to teach an ever larger and more diverse student body to live by biblical principles, equipped and empowered with character, skills, insight and vision to lead the church and impact society for Christ.
- **Organizational Leadership and Planning:** Effectively organize and lead CCU to accomplish our long-range vision of teaching thousands of students who will impact millions of people for Christ.
- **Advancement:** Raise the funds that will support CCU in accomplishing her mission. Build relationships, explain the mission and vision of CCU, and serve the church and the people who support CCU.
- **Leadership Development and Outreach:** Encourage, inspire, and equip CCU students to be Christian leaders, serving as a resource center and ministry partner for our community and for churches and para-church ministries that desire to partner with us.
- **Financial Services:** Develop the financial resources to support a larger student body and an upgraded campus, pursuing our vision without incurring unreasonable debt. Position CCU to achieve greater financial stability by building a financial foundation that minimizes dependency on current circumstances and revenue trends, and maximizes freedom in vision casting.

B.O.L.D. Success Initiatives for 2010-2012:

1. Provide the highest quality **Educational Product** possible (including educators, delivery infrastructure, technology, curriculum, campus improvements, and institutional accreditation).
2. Emphasize **Spiritual Development** throughout the institution and individually in all aspects of campus life.
3. Implement a dynamic **Marketing Plan** to promote the value of CCU.
4. Develop multiple ways to **Increase the Affordability** of CCU for more students.
5. Develop initiatives to **Increase the Accessibility** of CCU's educational product and services (through expansion into new markets, on-line offerings, extension sites, and other means).
6. **Nurture CCU's People** (students, faculty, staff, volunteers, alumni, donors, and other stakeholders).
7. Implement a dynamic **Advancement Plan** to raise the funds that will support CCU in accomplishing her mission.

Strategic Planning is a dynamic process. These initiatives will be monitored and adjusted as needed throughout the months ahead.

BOLD Initiative 1: Provide the highest quality Educational Product possible (including educators, delivery infrastructure, technology, curriculum, campus improvements, and institutional and departmental accreditation).
Champions: Jon Weatherly, Johnny Pressley

Standards of Performance							
#	Key Objectives	Who?	Key Strategies	Key Measures	Target 12/31/10	Target 6/30/11	Target 6/30/12
1	Provide professional development and support for faculty and staff	President's Cabinet	Identify faculty/ staff development needs and allocate sufficient resources for them in the 2010-11 budget.	\$_____ in 2010-11 budget	All faculty and each department has submitted and received approval of professional development plan	All faculty and each department report successful completion of plan with evaluation of outcomes	Completion of updated plans with assessments
2	Implement Academic Master Plan	Academic Leadership Team (Jon Weatherly, Johnny Pressley, Rick McKenzie, Paul Pennington)	Develop additional sites for CALL/CBS Develop new degree programs Provide structure for adjunct management Integrate Academic Assessment with WEAVE Online Departmental outcomes assessment and program evaluation cycles established and functioning effectively	Successful launch in Jeffersonville Successful petitions for new degrees & recruitment Implementation of standards and guidelines WEAVE Online purchased and setup	25 students in Jeffersonville Music ed submitted to Ohio Department of Ed Committee's draft complete Y/N	40 students in Jeffersonville, plans complete for Lexington Music ed in approval process Plan implemented 100% Done	Recruiting actively in Lexington Music ed approved, secondary submitted Results assessed, plan revised
3	Develop Online Initiatives to increase access to our quality educational offerings	ALT, Paul Pennington, Suzanne Faber	See 5.2	All Academic Outcomes mapped to WEAVE Online Departments with Outcomes Assessment plans Program Evaluation Cycle Established Numbers enrolled online (see 5.2)	50% Done 100% established with cycles Done		
4	Improve Academic Quality	ALT	Successful accrediting Self-Study and Site Visits from HLC, ATS, ABHE, focusing the efforts of all personnel on institutional improvement and objective measures of effectiveness	Faculty/staff involvement, Successful visits and improvement initiatives	Steering Committee appointed	Data gathering implemented by teams	Self Study teams start developing their reports for submission
5	Upgrade utility of library space and services	Jim Lloyd, Library Staff, ALT, Hi5, Carl Satterwhite	Integrate digitization of audio and video with new library floor plan and procurement of furnishings to expand/improve patron study space	Provision of student workers and equipment for digitization Completion and implementation of new floor plan Procurement of furnishings	Digitization underway Plan submitted to ATS for review Furnishings selected	Digitization of existing materials complete Plan approved, construction underway	Digitization staying current, materials available online Construction complete Furnishings in place

BOLD 2: Emphasize Spiritual Development throughout the institution and individually in all aspects of campus life.
Champion: Larry Travis

		Standards of Performance					
#	Key Objectives	Who?	Key Strategies	Key Measures	Target 12/31/10	Target 6/30/11	Target 6/30/12
1	Implement the new Spiritual Development Plan	Larry Travis, Dan Burton	Communicate expectations and accountability	Implementation of plan, beginning in August 2010 Spiritual life inventory	90% of CCU students complete inventory	Evaluate and assess the plan 90% of students complete inventory with a 5% improvement over Fall 2010	Set measures for assessing ongoing improvement
2	Promote student spiritual growth through community service	Bill Baumgardner	Link service learning with the Spiritual Development Plan	% of CBC students logging at least 15 community service hours per semester		85% involvement	90% involvement
3	Promote student spiritual growth through participation in small groups	Dan Burton, Larry Travis	Small groups for freshmen led by upperclassmen; groups for upperclassmen led by faculty/staff	% of CBC students participating in a small group in 2010-11		85% involvement	90% involvement
4	Promote spiritual growth through participation in corporate worship	Dan Burton, Larry Travis	Variety of corporate worship opportunities including Tuesday chapel, Wednesday "Morning Prayer & Praise," Wednesday night "Family," and monthly convocation chapels on Thursdays	% of CBC students reporting at least 15 hours of corporate worship attendance per semester Increased attendance at CCU's corporate worship events	10% increase over fall 2009	85% involvement	90% involvement
						10% Increase	

BOLD 3: Develop and implement a dynamic Marketing Plan to promote the value of CCU.
Champion: David Faust

Standards of Performance							
#	Key Objectives	Who?	Key Strategies	Key Measures	Target	Target	Target
1	Develop a comprehensive marketing plan for CCU	Drew Dinkelacker, Marketing Team	Increase marketing budget for CBC, CBS, and CALL, and for corporate marketing support	\$_____ in 2010-11 budget	Hire a student worker to serve as a marketing intern	Key Marketing Strategies assessed for effectiveness by President's Cabinet and Marketing Team	6/30/11
			Align CCU's product, strengths, niche, core competencies and brand message				
			Maintain high quality of all brand/marketing/advertising messages; develop strategies for: <ul style="list-style-type: none"> • advertising • public relations • social media 		Refine the Marketing Summary process		
2	Increase CCU's online presence	Drew Dinkelacker, Marketing Team	Install single column navigation in all CCU.edu sites	Launch CCU514.com by 12/31/10	Hire a webmaster by 8/31/10		
			Launch CCU514.com				
			Integrate CCU514 messages with CCU.edu		Add videos to website in strategic places	All current chapel messages online by 8/15/10	
			Develop and execute Facebook strategy		Implement Facebook strategy by _____		
			Create a team of skilled web assistants			_____ web assistants trained	
			Increase the skills of departmental webmasters		Completion of departmental webmaster training	departmental webmasters trained	
3	Align CCU514 to specific strategic goals	Drew Dinkelacker, Marketing Team	Highlight the Russell School of Ministry to heighten focus on practical ministry	Fall Edition 2010	President's Cabinet prioritization complete by 10/31/2010	Report of progress toward strategic goals	
			Re-design printed CCU514				
			President's Cabinet identify top priority events				

BOLD 4: Increase the Affordability of CCU for more students.
Champion: Chuck Abbott

Standards of Performance							
#	Key Objectives	Who?	Key Strategies	Key Measures	Target 12/31/10	Target 6/30/11	Target 6/30/12
1	Effective Institutional and Private Aid Programs	Linda Waugh, Mike Gibboney	Establish and communicate discounting policy (based on 2010-11 Budget allowance) Identify partner financial institutions and communicate effectively to students Effective management of athletic scholarships	Tracking and quarterly reporting mechanism in place to track distribution of targeted aid (based on assessed need) Establish target rate of private aid funded through local partnerships Self-supporting athletic program (incremental revenue offsets scholarships & Athletic Dept expenses)	50% Distribution —	100% Distribution 5% of aid	100% Distribution 10% of aid
2	Impactful Named Scholarship and Endowment Programs	Dick Devine, Mike Gibboney	Define Russell School of Ministry Endowments Establish Church Partner Program	Endowments established and available scholarships distributed Tracking and reporting to show incremental gift income and enrollment	50% Distribution Break-Even	100% Distribution 10% Incremental Revenue	100% Distribution 20% Incremental Revenue
3	Increased Cost Effectiveness	Dick Devine, James McIntyre, Nancy Hartman	Leverage technology to expand web-based delivery of all services Analysis to determine actual cost of instruction in each division; reduce overall costs Increase liquidity and lower cost of borrowing; invest savings in instruction	Hiring new IT professional to manage website and Weave Online Reasonable tuition increases in 2011-12 as a result of improved expense ratios (by division) Reduce cost of debt (all interest expense)	Hire Complete —	—	—
4	More Attractive Housing Options	Dick Devine, Mike Neavill	Improve conditions of existing dorm experience Offer alternatives on or near campus (benchmark University of Dayton) Increase number of students paying to stay in CCU housing	Develop and implement Improvement Plan, funded by room income Increase rooms available in CCU off-campus housing Increase residential occupancy rates each year	10% YOY Reduction Spending = 25% of Housing Income 5 New Rooms 10% Increase	25% YOY Reduction Spending = 50% of Housing Income 10 New Rooms 10% Increase	50% YOY Reduction Spending = 75% of Housing Income 20 New Rooms 20% Increase
5	Flexible and Affordable Meal Plans	Linda Waugh, Brian Pleiman	Analysis to determine actual cost of meals per serving and identify cost reductions Increase number of students purchasing some level of meal plan	Reasonable meal plan increases in 2011-12 school year Increase in meal plan participation	—	—	—
6	Competitive Pricing (Total Cost of Attendance)	Chuck Abbott, Dick Devine	Competitive study to determine actual cost of attendance at peer institutions Develop an "Opportunity Cost" model to assist recruiting and admissions Link with Quality of Education and Community/Culture BOLD Initiatives	Benchmarking analysis Presentation to Board of Trustees Regular quarterly reports at President's Cabinet Meetings	Benchmark Study Complete November Meeting —	Report presented Report presented —	Report updated Report updated —

**BOLD 5: Develop initiatives to Increase the Accessibility of CCU’s educational product and services (expansion into new markets, online offerings, and extension sites).
Champion: Paul Pennington**

Standards of Performance								
#	Key Objectives	Who?	Key Strategies	Key Measures	Target 12/31/10	Target 6/30/11	Target 6/30/12	
1	Increase the number of students enrolled in CBC, CBS, and CALL at the Price Hill campus “hub” and all extension sites	Admissions staff	Implement our long-range enrollment plan	Total number of students enrolled	___ students in CBC ___ students in CALL	___ students in CBC ___ students in CALL	___ students in CBC ___ students in CALL	
2	Increase the number of students taking Distance Education courses	Paul Pennington, Suzanne Faber	Develop online MDiv. Develop CALL online	ATS petition submitted	Due 11/1			
				# students			50	50-75
				# faculty/instructors			8	8-12
				# mentors			10	10-15
3	Increase cultural competency throughout all of CCU	President’s Cabinet	Online faculty development Quality assurance system for online courses and programs Provide cultural competency training for faculty and staff Develop and implement cultural competency training and activities for students More intentional cross-cultural Christian service	HLC, ABHE requests	Due 12/31			
				# students			50	100
				# faculty/instructors			8	
				Training developed	Due 8/31			
				# trained (all campus + adjuncts)			50	
				Existing courses reviewed and Aligned to Quality Matters	All		All	
				# Faculty/staff QM trained	20-30		50	
___% faculty and staff trained			___%					
___% students trained			___%					
___% students with successful cross-cultural Christian service			___%					

**BOLD 6: Nurture CCU's People.
Champion: David Faust**

Standards of Performance							
#	Key Objectives	Who?	Key Strategies	Key Measures	Target 12/31/10	Target 6/30/11	Target 6/30/12
1	Provide tangible recognition and appreciation for faculty/staff commitment and performance	President's Cabinet, Nancy Hartman	Provide merit performance compensation for faculty and staff according to budget allocations Implement new Employee Recognition program	\$_____ increased allocation for salaries and benefits in the 2010-11 budget Begin Employee Recognition program in August 2010	\$ _____ Four employees recognized	\$ _____ 10 employees recognized	\$ _____ At least 10 employees recognized each school year
2	Provide on-going professional training and development for faculty and staff (see 1.1)	President's Cabinet	Identify faculty/staff development needs by using surveys and direct conversation with faculty and staff Allocate sufficient resources for them in the 2010-11 budget	Report of prioritized faculty/staff professional development needs Allocate \$_____ in the 2010-11 budget	Report Completed See 1.1	Increase allocation for professional development by _____% in the 2011-12 budget	See 1.1
3	Assure a high standard of cultural competency among all personnel and students	President's Cabinet	Provide cultural competency training for faculty and staff Develop and implement cultural competency training and activities for students More intentional cross-cultural Christian Service	See 5.3		Faculty/staff training, January 2011 Cross-cultural training for RAs, August 2010; Multi-Cultural Week February 2011	
4	Recognize and encourage deserving donors and alumni	Advancement Department	Implement new Legacy Awards program	Present awards at the NACC in Indianapolis	300 guests at CCU banquet		
5	Build relationships with supporting churches	President, Church Relations	Implement new <i>Partner Church</i> program	____ churches giving at Partner Church level ____ of students receiving Partner Church scholarships			

BOLD 7: Implement a dynamic Advancement Plan to raise the funds that will support CCU in accomplishing her mission.

Champion: Barbara Rendel

Standards of Performance							
#	Key Objectives	Who?	Key Strategies	Key Measures	Target 12/31/10	Target 6/30/11	Target 6/30/12
1	<i>Build relationships with CCU financial supporters</i>	Barbara Rendel, Dave Faust, Wally Rendel, Mark Koerner, Bill Claycomb	Presentations/visits in churches	# of churches visited	50% of events completed	50 churches visited	Increased Advancement Staff
			Personal contacts with individuals	# of proposals to individual donors		50 proposals to individuals	
			Special events	Special events in 2010-11 school year: IMPACT, Leadership Luncheon, the North American Christian Convention, and the National Missionary Convention		4 events held	
2	<i>Raise funds in support of CCU's mission</i>	Barbara Rendel, Dave Faust, Wally Rendel	Personal "asks" in churches and with individuals	Maintain \$2 M annual income and raise additional funds for Beyond the Walls (BTW)	\$100,000 new gifts for BTW	\$500,000 new gifts for BTW	\$6 M total income for BTW