



## MISSION STATEMENT

The mission of Kentucky Christian University is to engage students in a transformative educational experience that equips them as effective Christian professionals providing servant leadership for the church and society.



**A STRATEGIC PATH FORWARD INTO  
OUR SECOND CENTURY**

**LOOKING FOR A BETTER WAY EVERYDAY**

**Kentucky Christian University**  
**A Strategic Path Forward into our Second Century**  
**2020-2025**  
**Terry Allcorn, PhD - President**

**Mission**

The mission of Kentucky Christian University is to engage students in a transformative educational experience that equips them as effective Christian professionals providing servant leadership for the church and society.

**Vision**

Kentucky Christian University will be a growing, dynamic learning environment featuring premier academic and co-curricular programs provided by exemplary Christian mentors.

**Core Values**

*Christ*

We believe Christ is the ultimate Source and Example in providing definitive standards for the Church, education, social, moral, and ethical behaviors. All programs of the University must encourage students and personnel of KCU to come to know Christ more fully.

*Character*

We believe to best attain one's personal and professional goals, each individual must be known as a motivated person with integrity and compassion. To this end, all programs of KCU must intentionally develop the whole person.

## *Career*

We believe preparation for and success in a career is best accomplished if goals are clarified and leadership is defined by the way in which one serves Christ and the community. In this regard, students must learn to determine how they are best called to become change agents in their world.

## **Plan Transition**

The University leadership and trustees recognized the completion of the previous strategic plan, “A Sustainable KCU”, and the opportunity to develop the next strategic plan coincided with the hiring of the 6<sup>th</sup> President of the University. With the hiring of a new president and the completion of a strategic plan occurring at nearly the same time, the development of a new strategic plan during the president’s first year in office became a key emphasis. Before moving forward, it is of value to review the accomplishments of the previous strategic plan. Athletic teams were expanded and appropriate staff hired, distance learning programs were initiated and there is an ongoing conversation about future extension sites, the Bible curriculum was redesigned, graduate programs were expanded, and multiple campus improvement projects were completed. Several of these areas of emphasis also surfaced as priorities during the research to build the next strategic plan.

## **Introduction**

Strategic plans, by their very nature, must be based on a strong philosophical foundation, rooted in the mission of the institution, and be collaborative in nature. This collaboration must include all who are interested in the success of the institution.

Building a strategic path forward on a collaborative process allows for all parties to have ownership of the plan. This collaborative nature also makes it possible for continued development of the key areas of the plan. Conversations surrounding the development of the new strategic plan started in the Fall of 2017 with a SWOT analysis that involved employees and a SWOT analysis that involved the trustees. Both of these documents provided for further areas of conversation in the development of the plan. More recently, the president has been in dozens of conversations with trustees, alumni, church leaders, faculty, donors, staff and students. The president also called two all faculty and staff, gatherings that were structured to provide feedback on key questions concerning student success. This included verbal and written feedback from faculty and staff. Feedback was also sought from student council in order to hear their interests and areas of concern. National, state, local political and business leaders have also been consulted. Further, all of these conversations are ongoing.

These conversations produced several streams of information that have ultimately flowed into the broad areas that have become the themes of the strategic path forward.

#### Culture of Planning and Innovation

The President has expressed the belief that the key to KCU's success is an institution-wide culture of "Coming to work every day looking for a better way." Each person at the institution should become experts in their fields of service. Innovation must be encouraged and rewarded. Such a culture of planning and innovation begins with the office of the President.

The president has stated that his leadership will be based on four key areas. Integrity, mission-driven, faithful stewardship, and tenacity are values that will position KCU to complete its mission. In this context, it is the value of tenacity that will encourage planning and innovation.

#### A Culture Strategic Stewardship

The founding president J.W. Lusby had the vision to call together a team of individuals to start a school 100 years ago. His wife, led the school briefly after his death until their son was named president. Dr. J. Lowell Lusby, modeled a servant's heart and lived a life of sacrifice that serves as an example even today. The three most recent presidents, L. Palmer Young, Dr. Keith Keeran, and Dr. Jeff Metcalf, each moved the University forward during their long tenures of service. The current President, Dr. Allcorn, is aware of the trust that he has been given and is committed to honoring the legacy of those who have served before him.

In that context, the University needs to be a good steward of at least five areas. We must be good stewards of:

Our legacy – There are names on buildings around campus. Some are for appropriate commemoration of service to the cause of Christ beyond the ministry of KCU such as the Smith Building. However, others, such as Snodgrass, Lusby, Nash and others, are named to commemorate people who made extraordinary sacrifices in service to KCU. Many current employees had the privilege of knowing some of those men and women. It is for them and for the generations of servants to come that KCU must remain faithful to KCU's legacy. KCU will be

part of the answer to the question, “Where will the next leaders for the local church come from?” It is both our past and our future.

This includes our roots in the Restoration Movement and the churches associated with that movement. KCU has two, inter-related, areas of intent. The first area is to contribute to the preservation of faith in the next generation. To accomplish this, we stand alongside many organizations including the local church. KCU is a place where those interested in an education saturated by faith may come to be trained and mentored.

But our roots and mission push us to go deeper. The training of ministers for the local church must be our highest calling and priority. Thus, the University is a Preserver of the Faith in this generation and a Provider of Kingdom workers.

Our team – Those who serve here are important. Many have dedicated their lives to serving at KCU. Regardless of the time served here, each team member’s wellbeing is important. Their family is important. The University will work hard to ensure that KCU remains an amazing place to serve and that it is more than a job...that it is a ministry.

Our students - Learning is more than the transfer of information as dining in a fine restaurant is more than ingesting food. KCU will work even harder to be “student ready.” KCU will emphasize both an expertise in the fields of teaching and an expertise in the art of teaching. The teaching of Jesus is an example of this being done exceptionally well. Each employee has a

role in assuring student success. As some teach, the rest must recruit, counsel, advise, coach and encourage each student to be about the business of submitting their lives to the lordship of Jesus.

Our facilities – Each of us, faculty, staff, student, all play a role in the stewardship of the campus.

The key is that God has placed the University in a wonderful location on a fantastic campus. KCU is easy driving distance to multiple population centers and to multiple examples of successful ministries within the Restoration Movement.

Further, KCU enjoys a campus that is a centerpiece for the community. KCU will seek ways to serve the needs of this community even beyond that which is already occurring. KCU will seek out partnerships with all who desire to improve Grayson and the surrounding area. Christian Normal Institute was started 100 years ago to meet a community need. KCU will partner with churches near and far to both train the next generation of leaders and to serve their needs.

Our finances – KCU will continue to unashamedly practice meticulous stewardship of the institution's resources. It is that frugality that has kept institutional debt low and our endowment intact and growing. The University will invite all whom God has blessed with the resources to help to step forward and support this important work. An education has value for a lifetime. A Christ-centered education at KCU has value for eternity.

The challenge is, of course, being a good steward of all five. It is easy to be a good steward of one or two to the neglect of the remaining. The University, with God's help, will strike a balance between all five.

### **Key Areas of Emphasis on the Strategic Path Forward**

Based on the broad input from all categories of interested parties, the historical values of the institution, a review of the previous strategic plan, and on the culture of strategic stewardship, the following key areas of emphasis have surfaced.

#### **1. Bold reconnection with our heritage**

“How can we better attract those who wish to be trained for a life of service to the church?”

An initial step to raising the number of church workers that we train is a reconnection to the Restoration movement churches. Beginning with the president, but encompassing almost every part of the University, our presence in the local church, our connection with ministerial associations and individual church leaders, must be a priority.

The institution must reconnect with the local churches. This is being addressed in three manners. First of all, at least one admissions person will focus on engaging with the local church, particularly those churches who have historically sent students to the university. Quality music teams must be sent out to both the local churches and to host community-



focused events on campus. The University must plan outings and on campus activities that are themed to our heritage including a Cane Ridge tour next year and other events.

Any summer programming must emphasize ministry programs and encourage participants to see the University as their best choice for ministry training.

The University must also emphasize KCU's roots in Appalachia and in the Kentucky, Ohio, West Virginia, Indiana area. KCU must look for manners to serve the population of Appalachia. This will likely include multiple partnerships with a variety of organizations. KCU must serve and recruit in the Restoration Movement churches throughout the four-state area.

KCU must position ourselves as the first choice for Christian higher education, and specifically ministerial training, for all who are connected to the Restoration Movement.

We must look for better ways every day to reconnect with our heritage.

## **2. Student Learning and Success**

“How can we best position students for learning and success?”

The response to many aspects of this question is the development of the Quality Enhancement Plan. The QEP will address three key student learning and success areas. It will:

- Provide a mentor relationship for all first-year and new transfer students during their initial year of enrollment at the University.

- Deliver developmental reading instruction to first-year and new transfer students who did not achieve a college-level score on the ACT Reading subsection.
- Provide regular tutoring services to students.

KCU is proud to serve many students who are the first in their family to study at the University level. KCU is also proud to have attracted students from a broad variety of backgrounds and learning experiences. However, equity is not best measured in the admission process. Equity is best measured in the graduation rate. In this measurement, KCU must find ways to better support the demographic groups that are graduating at lower rates than the average of all students. The presenting concern of the data at the moment is the completion rate for Black, male students. While many other schools are experiencing similar struggles, the University will take no comfort in the fact that other institutions are struggling to increase the success rates of their Black, male populations.

Improve and expand our online offerings. This includes online access to Bible training, graduate certificates that target local church leaders at a reduced tuition cost, and so forth.

Expand our associate and certificate offerings. Certificate and associate degrees can provide a level of recognition for students that will be an encouragement to continue pursuing the attainment of a baccalaureate degree.

Educational modalities will continue to blur. On-site classes often have a significant technological component. Online courses have the capability to have synchronous interaction. KCU has an opportunity to enhance student learning and success by embracing the changing landscape of higher education. The University must invest resources in our online delivery processes, including faculty development, faculty support, and appropriate technology.

Dorm life must contribute to student learning and discipleship. KCU must also explore ways to better reach those who desire ministry preparation but who cannot relocate to our campus. KCU must find ways to expand the reach of our helping professions beyond our campus.

KCU must look for better ways to help our students succeed every day.

### **3. Institutional Innovation**

“What are the better ways to serve our students and our external constituents?”

The University must explore how the institution can be a platform for ministry. As some companies have become platforms for transportation or selling, KCU must explore how to become a platform for ministry. A partial response to this need is the help that KCU can provide to individuals seeking churches and churches seeking ministers. However, KCU must expand our activities such as the Preacher’s Roundtable that provides mentoring for ministers and the Youth Ministry Crash that provides a forum for area youth ministers to receive mentoring.

Our systems, documents, and processes must be reviewed to ensure each of them are serving our students and constituents as well as possible. The University called together a “Scholarship Summit” that brought in interested individuals from across the institution to discuss how to better coordinate the awarding of both athletic and non-athletic scholarships. This group appointed a work team that is meeting to formulate a recommendation to the cabinet. This approach can serve as a partial template for process and document review. This collaborative model is an effective approach to encouraging institutional innovation. There is a lot of ownership and energy in a process when people know that their ideas will be heard.

The University also engaged the services of a consultant to provide us with some structure concerning our fundraising process. This has resulted in the hiring of a Director of Institutional Development. It has provided KCU with an opportunity to develop better coordination between all areas of fundraising across the institution. It has further allowed training for those directly involved in institution fundraising, including those involved in athletic sponsorships.

Intercollegiate athletics have become an important tool in attracting students to the institution. The institution has expanded the number of intercollegiate athletic offerings as part of the previous strategic plan. This area will continue to be an area of growth for the institution. Additional intercollegiate competition offerings add to the quality of the student experience and provide a place where student-athletes can both receive a quality education and continue to engage in the competitive sport that they enjoy.

#### **4. External Partnerships**

“Who can we partner with to better fulfill the mission of the University?”

Students have been organized into service groups and are targeting external areas of service. This is a key part of co-curricular education. The University also developing partnerships with external groups who are willing to receive our students and to provide them areas in which to serve.

Another key step is creating pathways for students into and out of the institution. The University completed an articulation agreement with a local community college that will increase the number of students entering our RN-BSN program. The University is also making initial inquiries with other institutions concerning how we can partner with them to increase the number of students training for local church ministry.

External partnerships can help KCU with necessary funding to fulfill our mission. As an example, the University is partnering with a business that will provide the institution with marketing expertise and has expressed interest in providing the necessary funding to market some of our programs.

In addition, the University partnered with a church funding organization to gain access to churches and individuals who are aligned with its mission and vision.

Representatives from the University have met with multiple local leaders to build on previous relationships and to create new ones. These relationships include local business and political leaders. Recent events have also created scenarios where representatives from the University have also met with representatives of state and national political leaders to begin to cultivate state and national relationships.

The University has had a long-standing partnership with King's Daughters Medical Center in two key areas. The two entities share a facility. King's Daughters uses part of the facility to meet the healthcare needs of the area and the University uses part of the facility to house the Yancey School of Nursing. The University also greatly appreciates their partnership in the support of the intercollegiate athletic programs. KDMC provides two trainers to the University.

We must look for better ways every day to expand our external partnerships.

##### **5. Institutional Infrastructure**

“What infrastructure do we need to better serve our students and external constituents?”

The cabinet has been expanded. The University benefitted greatly from the work of the Executive Vice President. Many of the cabinet level positions were absorbed under his leadership. With his leaving for another institution, the opportunity surfaced to build a more traditional cabinet. Three positions have been added to the Cabinet, the Vice President of Academic Affairs, the Vice President of Student services, and the Vice President of Business Operations. These positions joined the previous positions of President and Vice President of Finance. One additional position may be added in the future.

Services must be more tailored to the needs of the student. It is natural, even understandable, that student service areas develop along the lines of institutional structure. This structure is often adequate to meet the needs of the student. However, each area needs to be tested to ensure that it is structured in the best way to meet the needs of the student. All non-academic areas will need to seek input concerning how to better serve the needs of the students.

The physical plant is perfectly located and boasts a great deal of amenities. Good stewardship of the physical plant would include thoughtful upgrades to four areas of emphasis: learning environments, living environments, recreational environments, and intercollegiate athletic environments. The flooring and room upgrades to Dale Hall are on schedule to be completed. Campus grounds beautification projects are being planned and include upgrading the benches and trash cans around campus. The chapel stage and sound booth will be upgraded to provide more room for productions that will be of interest to the local community. The maintenance of the physical plant will continue to be an important emphasis.

While applications have experienced over a 75% increase from fall 2016 to fall 2020, new and transfer student enrollment has not kept pace. Had new and transfer student enrollment kept pace, the University would be welcoming over 300 new and transfer students each fall. While there are likely some external factors that are influencing the yield rate, the University needs to study its processes to ensure that each area is equipped to manage increased numbers.

## **Conclusion**

This strategic path forward will require a collaborative spirit institution-wide. This collaboration must begin with the president and permeate all areas of the institution. This collaborative spirit will lead to a culture of excellence throughout the institution.

Each area will map their activities to one or more of these key areas of emphasis. The connecting of activities to this framework will ensure that we are moving forward together as an organization and that we are concentrating our resources on the appropriate tasks.

## **Timeline for implementation of new strategic plan**

September 2019 through February 2020 – Interviews and information gathering

February 2020 – Initial collating of information and drafting of document

March 2020 – Circulation of draft and incorporation of feedback

August 2020 – Cabinet endorsement and final draft sent to trustees in meeting packet

September 2020 – Trustee endorsement at September meeting



## Appendix

Multiple documents over a period of several years have informed and influenced this strategic plan. Two such documents are attached. A SWOT analysis that was conducted with KCU faculty and staff during a series of four meetings held during the fall of 2017 and a SWOT analysis conducted with the trustees. These assessments were led by Mr. Calvin Lindell. He now serves the University as Vice President of Academic Affairs.

The following areas of the University gathered to complete the SWOT analysis:

Academic Office  
Instructional Design  
Admissions  
School of Nursing  
Maintenance  
Housekeeping  
Schools of Social Work and Human Services  
Schools of Bible & Ministry  
School of Distance & General Education  
Human Resources  
Controller  
Student Services  
Library  
School of Business  
Advancement  
Printing Services  
Retail Operations  
Athletic Office  
Schools of Education  
School of Biological Sciences

### **SWOT Items identified as most important by participants:**

#### **Strengths**

- Increased number of marketable grad programs
- Approachable faculty
- Mentoring relationships between students and faculty/Staff/Coaches
- Students have opportunity to belong to teams/groups
- Dedicated faculty and staff -Library staff - Student support with limited resources

- Heritage - Serve a Risen Savior - Christian foundation
- Outreach teams - Recruitment
- Building relationships/Invest in individual students well
- Good customer relations with students
- Mission is relevant and exciting
- Strong academic programs
- Praying faculty/staff/leadership

### **Weaknesses**

- Marketing - Lack of community recognition/relations
- Marketing including intentional and regular social media posts, collecting and sharing stories
- Lack of majors for students who want to teach HS
- Lack of opportunity for international educational experience/study abroad
- No Music Program
- Don't react to market need quickly enough
- Need social clubs and intramural sports
- Dorms/facilities
- Requirements for multiple hats to be worn by faculty/staff/administration
- Corporate structure not conducive to growth (small cabinet)
- Lack of gift income: individual and churches
- Communication: Internally and Externally

### **Opportunities**

- Social media marketing
- Partner with other institutions for academic programing
- for service to the community
- to connect with the homeschool community
- Participate with community more as a result of the new athletic facility
- Adult continuing ed./Work ready initiative.
- Online undergraduate programs
- Increased partnership with churches/covenant churches
- Grant Writing opportunities (Appalachia)
- Opportunities in Grayson to offer training

### **Threats**

- Rising cost of higher ed. and looming student loan bubble
- Free higher ed. for state students at state institutions
- More online programs and degrees available to students
- Associate degree programs -Free higher education/community college - Trade degrees
- 75% of youth are leaving church
- Churches are doing in-house training
- Fewer youth to recruit
- College education de-valued by society
- Fed. Financial Aid being tied to culture war/laws

## **Additional SWOT items identified by participants.**

### **Strengths**

- Family atmosphere - Students are not a number
- Safety
- Location
- Offer in demand programs
- Faculty support
- Faculty are working in their disciplines
- Individualize campus visits
- Attractive campus
- Consortium
- Lib. Faculty/staff work and support each other well
- Very creative
- Implement change more quickly than other institutions
- Faith based/Approach situations from a basis of prayer
- Learned to adapt to frugality
- Capacity to make change quickly/React to crisis quickly
- Age of second level leaders lends toward long-term stability
- Students are able to graduate in a normal timeframe
- Students success after graduation

### **Weaknesses**

- Missing about 100 student athletes / need full rosters
- Coaches are stipend/part-time
- Need more tutors
- Need one identity/unified athletics under one umbrella
- Low ACT score for entering freshman
- Lack multiple attractive programs for high ACT students
- Regionally KCU Who?
- No honors program
- Academic Departments operate in Silos
- Reliance on adjunct professors
- Need good medical partner to expand Medical programs
- Contracted over time
- Targeted recruiting program with scholarship for high ACT
- Deferred maintenance and lack of technology
- Need for a grant writer
- Need to improve faculty moral
- Lack of integration of students/and need for coordination and unity of campus wide student activities
- Lack of diversity within the student body outside of athletics
- Visibility
- Lack of community recognition/relations
- Dorms
- Maintenance and upkeep

- Lack of relevant programs: engineering, Spanish, sign language, drug counseling, Criminal justice
- Loss of non-athlete students
- Clubs/student life for non-athletes
- Classroom tech.
- Customer service
- Donor base
- Requirements for multiple hats
- Corporate structure not conducive to growth (small cabinet)
- Lack of diversity at leadership
- Lack of formal policies and procedures
- Lack of communication between departments
- Us vs them mentality
- Professional development lacking
- Alumni relations
- Lack of diversity on faculty and staff
- Morale
- Lack of vision and/or communication of what that vision is
- International student support
- Cleanliness of cafeteria
- Cafeteria needs to promote itself to community
- Not military friendly
- Antiquated business practices
- Community not encouraged to use facilities
- Decisions made prematurely without enough consideration and data
- Broadening disconnect from the local church
- Lack of a newsletter/communication with aging demographic
- Limiting communication – Voice, letter, etc.
- Intentional Alumni development that begins with freshmen
- Discount rate
- Limited staffing
- Limited Christian service opportunities (not built into curriculum)
- Don't consider the percentage of adjuncts that freshmen are exposed to
- Inconsistent application of rules/rules changes
- Need for someone to identify external opportunities
- Need to capture stories of Seniors, short video clips to share
- Need to be on leading edge in technology
- Need for systemic audit and a plan to move forward
- Areas for growth: faculty and student governance
- Small executive leadership
- Lack of decentralization in decision making
- Practice things that are not in policy and policy does not reflect practice
- Policy needs to be clarified/Who is responsible
- Policy needs to be communicated
- Lack of trust between administration and faculty/staff
- Disconnect between administration and what is happening on campus
- Lack of action plan to manage changes as result of downsizing

- Need to revisit job descriptions across campus
- Hold people accountable for their responsibilities/support them for what they are responsible for
- KCU is unknown
- Need for something for non-athletes to do/music/worship
- Need to be more proactive rather than reactive
- No one champions the good things of KCU and we tend to look down on ourselves
- Need to communicate the good that KCU offers and has
- Failure to abandon plan when the stated plan is not working
- Asking someone's opinion every five years does not make them think their opinions are valued

### **Opportunities**

- Build educational partnerships with strong churches
- More fully access ACA's opportunities
- Partner with other universities for study abroad
- External grants are available
- Professional societies are available for student involvement (Stone Campbell Journal International)
- Pursue other opportunities that meet market demand (RN to BSN)
- Participate in mission trips for students
- Teach grant/student loan forgiveness/yellow ribbon school discount for children of active military
- Partnership with Genesis/Pathways (social sciences, ministry, health)/prison ministry and education
- STEM
- Expansion of efforts to recruit military, spouses, dependents
- Partner with missions/alumni to recruit international students
- Chambers of commerce participation to increase exposure
- Community need for facility (gym, field, etc.)
- Churches doing in-house training
- Opportunity for partnership/cooperative programs
- Articulation agreements
- Meet needs of Churches through internships
- Opportunities to offer training in Churches
- Hosting Continuing-Ed events/Venues/Exams
- To offer training to industry for CEU's
- To make personal connections at KCTCS
- To connect with youth pastors
- For Associate Degree programs
- Continuing Ed for specific professions
- Adult Ed
- Partner with Genesis
- Restorative Justice program
- Faculty participate in programing at Churches (Faculty Talk Series/paid)
- Connect with more donors

## Threats

- Free higher ed. for state students at state institutions
- Drug epidemic
- State and Federal regulations/laws
- Wages are not meeting needs of graduates and their financial obligations
- Lack of value for college education
- Lack of value for Christian higher education
- Large churches that don't see the need for graduates from Christian Colleges
- Dual credit
- Lucifer
- Parents/Lack of supportive families
- State Universities
- DoE regulations
- Board of Nursing
- Churches need to understand financial realities of hiring graduates
- Expansion of online programs from competitors
- Culture that emphasis sports rather than Christian youth camps
- Ratio of Christian youth to non-Christian is declining
- Racism
- World has become smaller and more divided
- Lack of work ethic
- Indifference to Christian Higher education because of cost
- Shrinking pool of type of students we are familiar with at KCU
- Regional institutions that have resources to adapt quickly to market demand
- Opportunity for students at other campuses that are not available at KCU

The results of a similar analysis performed by Mr. Calvin Lindell involving the Board of Trustees:

### SWOT Analysis– Board of Trustees Workshop 9/21/17

		POSITIVE	NEGATIVE
		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> <li>• <b>Creates Authentic Christian Community</b></li> <li>• <b>Integration of Faith and Learning</b></li> <li>• <b>Flexibility And willingness to change - adaptable/ responsive to the environment without losing message and mission – without getting away from values</b></li> <li>• <b>Majors combine with Bible curriculum mission and motive so the body of Christ is built up</b></li> <li>• <b>Strong understanding of educational ministry</b></li> <li>• Good reputation for teaching the whole person (nursing)</li> <li>• Small size</li> <li>• Diversity</li> <li>• Consistency of Leadership</li> <li>• Transparency, everyone works as a team, not separate agendas</li> <li>• Board is serious about their work</li> <li>• Willingness to do what needs to be done</li> <li>• The sacrificial spirit of faculty/staff</li> <li>• Shielding students from challenges and maintaining student focus</li> <li>• Rural location</li> <li>• Safe campus</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Alumni not supporting</b></li> <li>• <b>Lack of messaging about identity and that KCU is a jewel in eastern KY</b></li> <li>• <b>\$ - Limited resources</b></li> <li>• <b>Need to wear multiple hats</b></li> <li>• <b>Loss of music program – need for worship program</b></li> <li>• <b>Lack of FT Gen. Ed. Faculty</b></li> <li>• Limited involvement of more recent graduates</li> <li>• 70% of incoming class – male</li> <li>• <b>We/they mentality (setting athletics in opposition to the rest of campus)</b></li> <li>• Lack of racial diversity on faculty</li> <li>• Rural location</li> <li>• Limited pool of adjunct applicants</li> <li>• Limited ability to institute adult ed programs</li> <li>• Lack of nursing lite program</li> <li>• <b>Need a pathway to alternative majors for Ed. And Nursing</b></li> <li>• Programs are designed to produce servant leaders but wages in marketplace are relatively low with a tuition rate that is high</li> <li>• <b>No Scaled tuition model, don't have scholarship program to subsidize ministry students</b></li> <li>• <b>Perception of lack of commitment to ministry training and the Bible</b></li> <li>• <b>Need to be in the churches more</b></li> <li>• <b>Lack of opportunity for student involvement in clubs etc.</b></li> <li>• <b>Lack of marketing</b></li> <li>• <b>Lack of contribution toward employee ret.</b></li> <li>• <b>Curriculum not built to accommodate the needs of athletes</b></li> <li>• <b>Lack of a career center</b></li> </ul>

		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> <li>• <b>Access to larger markets – online, distance ed., extended campus sites</b></li> <li>• <b>Collaboration/merge with other Christian Colleges</b></li> <li>• <b>Executive church leadership training</b></li> <li>• <b>Opportunity to be Innovative to have first class programs for ministry and missions majors with competitive tuition with state schools (extension sites on church campuses)</b></li> <li>• Open up campus to community (example Lindsey Wilson Sunday Dinners for community)</li> <li>• Opportunity to compete (successfully) with MSU</li> <li>• One of the few schools with open seats in nursing</li> <li>• Location – close to supporting churches and alumni – volunteer opportunities for them</li> <li>• Opportunity for senior (adult) housing</li> <li>• International student recruitment</li> <li>• Regional Alumni events/training</li> <li>• Alumni travel clubs</li> <li>• Worship ministry</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Gov. intervention – HR discrimination statements, title 4 funding</b></li> <li>• <b>SACSCOC reaffirmation in 2020 - limited resources could result in threat</b></li> <li>• <b>Growing disconnect between students who want to come and those who can afford to come</b></li> <li>• <b>Dormitory race</b></li> <li>• <b>State passage rate requirements on licensure exams (nursing and education)</b></li> <li>• At the mercy of changing church culture</li> <li>• Shrinking pool of high school students to recruit from</li> <li>• Higher ed becoming just a commodity</li> <li>• Idea that student loan debt is to be avoided at all cost</li> <li>• Shrinking employee pool</li> <li>• Lack of preparedness that potential students are receiving in their own schools</li> <li>• Growing disconnect between students who are acad. Prepared to come and those who can come.</li> </ul>

Items in Bold were identified as having relatively greater importance