Revised Strategic Goals 2012-2015

As of the Fall term, 2014, twenty of the thirty-two strategic goals have been completed during the first two years of the plan, and the remaining twelve goals are scheduled to be done during this year. Of the twelve remaining goals, one goal involving the expansion of Pre-training has been determined to be a continuing goal, and one other goal involving a visioning project by the Crestmont Council had been determined not to be necessary at this time. Consequently, there are ten goals to be completed during this year. Those goals are designated here; additional information regarding the process and schedule is available through the Office of Institutional Planning and Accreditation. The college will be developing a new Strategic Plan for 2015-2018 during this academic year.

Goal #1: Educational and Field Training Formation

Academic Excellence Objectives:

1. Further link the curriculum and the co-curriculum to the world beyond Crestmont, add related training and assessment in this area to the Faculty/Staff Development Program and structure a process for focusing the Multi-Cultural Seminar to ensure a more global cadet viewpoint. (2/15)

2. Continue to assess classroom technology needs of cadets and staff and implement a faculty/staff technology training program consistent with our Technology Plan and the needs of faculty and staff. (5/15)

3. Ensure the Language Development Program and the Academic Achievement Center staff address the needs of entering linguistically under-prepared cadets so they receive the support needed to succeed. (5/15)

4. Further improve the communication skills (writing and speaking) of cadets to ensure they possess the homiletics skills to succeed as officers. (5/15)

5. Strengthen the basic non-credit pre-training program to assist with remediation of deficiencies identified by THQ including additional elective modules. (Continuing)

6. Develop a process for recording progress in the Distance Education Certificate program that does not take the form of an official transcript. (Completed)
7. Add to the curriculum courses and field training experiences in TSA recovery ministries.  
   (Completed)

8. Review current catalog copy to clarify credit and non-credit developmental course offerings, 
   required courses for AA graduation and hour totals required in general education courses, etc.  
   (Completed)

9. Assess more completely the current Faculty/Staff Development Program and its impact on 
   teaching and classroom cadet learning. (5/15)

Library Resources:

10. Partner with regional libraries to expand access to inter-library loan and collection networking 
    that address the college’s responsibilities in areas such as grant-writing, fund-raising, best 
    practices, etc. (Completed)

11. Digitize selected high interest archival materials for future use and retrieval. (Completed)

Field Training Objectives:

12. Further integrate the Field Training Program with the academic curriculum to ensure proper 
    training, equipping and preparing of cadets for active engagement in the field. (Completed)

13. Continue to promote and evaluate field training recommendations from the field and 
    determine how we can improve the process of working together to promote field training 
    effectiveness. (Completed)

Goal # 2: Co-Curricular Programs and Professional Development

14. Develop an effective means for assessing progress in meeting the individual cadet’s spiritual 
    formation, leadership development, wellness and officer readiness needs and for insuring an 
    on-going commitment to these areas throughout their careers. (5/15)

15. Summarize and publicize the data collected in the annual Cadet Services (Institutional 
    Effectiveness) Survey and highlight the survey results for the Personnel and Curriculum 
    Councils as well as the Cadet Services Committee of the Crestmont Council. (Completed)

16. Require that the Director of Business Administration, Director of Curriculum, Director of Field 
    Training and the Director of Personnel on an annual basis identify the training gaps on the 
    campus and recommend ways of accommodating these needs. (1/15)
17. To provide cadets, officers and staff with training, practical experience and certification that will enhance their knowledge of and hands-on applications of The Salvation Army’s Emergency Disaster Services management systems to prepare for, and to respond to, natural and man-made disasters. (Completed)

**Goal #3: Long Range Planning and Institutional Effectiveness**

18. Publicize the three year Strategic Plan and our assessment of progress as well as additional goal recommendations on a regular basis. (5/15)

19. Support a dialogue on long-term consensus regarding faculty staffing, residential facilities and classroom plans in concert with enrollment projections and enrollment capacity. (Completed)

20. Ensure that course student learning and service area outcomes are integrated properly with institutional student learning outcomes. (5/15)

**Goal #4: Financial Strength/ Business Structure**

21. Continue to strengthen the monthly system for communicating financial information and important campus financial projections while simultaneously educating budget managers and the Crestmont Council regarding their fiduciary duties. (Completed)

22. Strengthen our forecasting function to support the strategic planning and resource allocation process. (5/15)

23. Investigate how to access and coordinate with THQ, the divisions and the cadets regarding confirmed, realistic and timely cadet budgets prior to cadet matriculation into the College. (Completed)

24. Review the existing Property Projects Schedule and make needed revisions as well as consider longer term facility needs. (Completed)

25. Find solutions to the need for additional cadet housing, the conflicting need for added conference housing and classroom space. (Completed)

26. Continue to strengthen the campus technology plan in concert with the Information Technology Department at THQ and the recently modified campus liaison arrangement. (Completed)

27. Increase the effectiveness of the Employee Development Program in promoting effective communication between all constituents and meeting the needs of a diverse workforce. (5/15)
Goal #5: Leadership and Governance

28. Analyze and understand the functional delineation map of the college and THQ and insure the delineated functions are delivered effectively. (5/15)

29. Continue our emphasis on mission, core values, our commitment to academic excellence and our academic program commitments by sharing our progress and addressing our needs with constituents, including the Crestmont Council. (Completed)

30. Create a 3-6 year vision for the College that is mission-congruent and timely, informing the goal setting, planning and resource allocation process. Goal Revision: It is proposed this goal be (deleted) in view of the formal three year strategic plan.

31. Focus as a Council on the macro-organization and how our college resources are allocated and their use on the campus. (Completed)

32. Continue to recruit and retain outstanding candidates and members to the Crestmont Council. (Completed)