



**The Millard College
STRATEGIC PLAN
2021-2026**

Board Approval Date: _____

Contents

Introduction

Visionary Statement

Mission

Institutional Objectives

Strategic Plan Process and overview

Institutional Assessment

SWOT Analysis

Annual Planning and Budgeting

Strategic Plan management and Oversight

Goals 2021-2026

Academic Goals

Administrative Goals

Facility Goals

Institutional Effectiveness Goals

Institutional Development and Advancement Goals

Estimated Budget Expenditures

Introduction

Strategic planning is vital to the success of any institution, especially so for a Christian Institution. The idea of having a clear and written plan is commanded by Our Lord.

Habakkuk 2:2 And the LORD answered me, and said, Write the vision, and make it plain upon tables, that he may run that readeth it.

Proverbs 29:18 - Where there is no vision, the people perish: but he that keepeth the law, happy is he.

The Millard College has developed a Strategic Plan with input from administrative staff, department directors, instructors, board members and students. The strategic plan shall be reviewed regularly and updated yearly and approved by the college board annually.

Goals and Objectives for planning include short term with immediate to two years achievement and long term with three to five years for achievement. Goals and objectives are set for academics, administrative and budgeting categories and measured for effectiveness.

The leadership of The Millard College recognizes that strategic planning is an ongoing process and is dedicated to the articles outlined in this plan.

Dr. Billy Noble,
Vice President of Academic Affairs and Institutional Advancement

College Mission Statement

Mission:

To provide students with academic opportunities to discover their destiny in a Christian environment.

Vision Statement:

To provide an atmosphere of Christian love where every student and stakeholder can achieve their highest level of success through educational and personal growth.

Core Values: Millard College CARES

Compassion

Accountability

Respect for the dignity of life

Entrepreneurial Innovation

Stewardship

Compassion

We provide compassionate spiritual care to our students because we understand that GOD is a source of forgiveness, redemption and hope.

Accountability

We achieve our goals by setting clear expectations, measuring outcomes and holding each other responsible for results.

Respect for the dignity of life

We know that everyone is created in God's image with inherent value, destiny and purpose.

Entrepreneurial Innovation

We foster an entrepreneurial culture that drives reactive, comprehensive and pioneering solutions.

Stewardship

We take care of our students, assets, resources, employees and stakeholders with excellence through servant leadership.

Institutional Objectives

1. The Millard College will develop and offer programs of instruction based on data regarding current regional vocational needs.
2. The Millard College will develop and offer programs that have a spiritual and Christian foundation for serving others in need.
3. The Millard College will seek and maintain institutional licensing through the State of Kentucky and national accreditation with a reputable accreditation agency.
4. Students, staff and Board members will display a spiritual consistency, personal integrity and a zeal for discipleship.
5. Students, Staff and Board members will uphold and practice the Millard College core values of Compassion, Accountability, Respect for the dignity of life, Entrepreneurial innovation and Stewardship.
6. Staff will create and promote a loving Christian environment to all students, families and stakeholders.
7. Through prayer and study students and staff will be offered an opportunity to discover their God given destiny.
8. Students will use the knowledge and skills learned to help others, disciple others and be an ambassador of Christ.

Strategic Plan Process and Overview

The Strategic Plan is an important catalyst to the process of school improvement. The development of a planning document is an essential ingredient necessary for balanced institutional growth and success. Strategic planning will help us work to achieve them in the right ways so that the mission of The Millard College College is continually advanced.

A. The Office of The Vice President of Academic Affairs and Institutional Advancement.

One very significant element of any successful post-secondary educational institution is a well-designed and well-written strategic plan. Strategic planning is "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it" (John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations*, 1995, p. 4).

Forecasting and evaluation are inescapable components of internal improvement. Institutions which are involved in and committed to strategic planning must accept the following assumptions:

1. Planning is a continuous process.
 - a. Continuous in that it is ever on-going
 - b. A process in that it involves a series of actions
2. Planning should produce change.
 - a. Merely to allow or react to inevitable change is unacceptable for a quality institution.
 - b. Strategic planning should intentionally suggest and establish change.
3. Planning must involve individuals from all segments and departments of the institution.

PLANNING OVERVIEW

Planning has been practiced since people first began thinking of the future implications of current choices of action. Without question, strategic planning is an integral part of effective leadership and management.

A. Basic steps in planning

1. Developing and initiating a strategic planning process
2. Clarifying the institution's mission, vision and core values.
3. Assessing the present status of the organization's external and internal environments to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT). The SWOT exercise will be conducted at least once every five years.
4. Setting objectives and goals
5. Developing a systematic approach by which to achieve objectives and goals
 - a) Why should we establish this objective or goal?
 - b) What must be done to achieve it?

- c) Where (at what level) will it be done?
- d) When will it be done (timetable)?
- e) How will it be done?
- f) Who is going to do it?
- 6. Implementing the plan
- 7. Monitoring the plan's implementation
- 8. Evaluating the plan's effectiveness
- 9. Incorporating the findings into future revisions of the strategic plan

B. Reasons for strategic planning

- 1. It prepares an institution for change.
- 2. It assists in better decision making.
- 3. It improves an institution's internal operation.
- 4. It helps an institution be proactive rather than reactive.

C. Requirements for an effective strategic plan

- 1. It must be based on the mission.
- 2. It must be needed.
- 3. It must consider real outcomes as it is directed toward the organization's vision.
- 4. It must be accurate.
 - a) Factual
 - b) Comprehensive
 - c) Realistic
- 5. It must be cost-effective.
 - a) Time
 - b) Effort
 - c) Finances
- 6. It must include accountability.
 - a) Development of the plan
 - b) Deployment of the plan
- 7. It must involve adequate participation.

D. Barriers to effective planning

- 1. The difficulty involved in forecasting
 - a) Economic conditions
 - b) Government policies
 - c) Rival institutions
- 2. Inflexibility (institutional traditions)
- 3. Cost

PLANNING OBJECTIVES AND GOALS

A. Defining objectives and goals

1. Objectives are the end results or targets that an institution, department, or individual seeks to attain. Objectives provide the basis for decisions. An objective (or a collection of objectives) states what the organization wants to accomplish or become over the next several years.
2. Goals are measurable targets that must be met on the way to attaining an Objective.
 - a) Objectives are broad and general.
 - b) Goals are specific.

B. Reasons to establish objectives and goals

1. To encourage institutional unity
2. To incite motivation
3. To provide a sense of accomplishment
4. To serve as a basis for control (management)

C. Guidelines for establishing objectives and goals

1. Be moderate.
 - a) To avoid overloading personnel and creating poor morale
 - b) To avoid depleting finances before completion
2. Be specific.
3. Be visionary.
4. Be balanced.
5. Be realistic.
6. Be inclusive.
 - a) a. Get people involved in the planning process.
 - b) Get people involved in the achieving process.
7. Be informed.
 - a) Use intermediate performance reports.
 - b) Praise and reinforce positive performance.
 - c) Coach and correct negative performance.

Planning Team

A. Basic Criteria—One goal in the establishment of a Planning Team is to select carefully and prayerfully team members who meet the following basic criteria:

1. A born-again believer
2. In agreement with the Mission Statement of the institution
3. Associated with the institution
 - a) An administrator
 - b) A faculty member
 - c) A member of the Board of Directors
 - d) A student
 - e) An alumnus
 - f) An advisory board member
4. Willing to spend time in creative and productive planning sessions

B. Selection Process

1. Each member of the Planning Team will be selected by the Vice President of Academic Affairs and Institutional Advancement.
2. The Planning Team will consist of no fewer than five (5) members and no more than ten members.

C. Team Organization

1. The Vice President of Academic Affairs and Institutional Advancement will serve as the Chairman of the Team.
2. The Team will meet as often as needed to accomplish the task.
3. The Team will make planning proposals that will be submitted to the Board of Directors for consideration and approval.

PLANNING DOCUMENT

A. Areas to be included in the strategic plan

1. Academic
2. Administrative
3. Facilities
4. Institutional Effectiveness
5. Institutional Development and Advancement

B. Outline to be followed

1. State objective and/or goal(s).
2. Assign responsibility.
3. Establish a timeline.
4. Note financial projections.
5. Design strategy.

C. Procedure to be followed

1. The Planning Team is to be selected by The Vice President/CEO.
2. The Planning Team is to be trained by the Vice president / CEO.
3. The Planning Team is to meet and develop the five-year Strategic Plan.
4. The proposed Strategic Plan is to be reviewed by the Administrative Cabinet.
5. The proposed Strategic Plan is to be reviewed by the President.
6. The proposed Strategic Plan is to be presented to the Board of Directors for official action.
7. The Strategic Plan is to be updated annually by the Planning Team and the
8. Administrative Cabinet, with approval coming from the President.
9. The Strategic Plan is to be presented annually to the Board of Directors for review, updating, and other modifications as needed.

Institutional Assessment

Institutional Assessment

The purpose of the institutional assessment process is to collect, digest, and disseminate timely and appropriate information to be used in long-range planning that is directed at increasing the performance of institutional programs and services. The Millard College College will use a campus-wide institutional assessment program that maintains a systematic, documented, and sustained assessment and evaluation process. The assessment process increases data flow to facilitate data-driven decision-making and implementation at all levels.

By using a regular cycle of core assessment instruments The Millard College can measure various areas of organizational functioning, institutional effectiveness, and student learning outcomes related to mission, goals, and objectives. The measurements taken provide management with a basis for making data-driven decisions. Programs, goals, and activities are revised based on the identification of performance gaps leading to continuous improvement. Assessment data is aggregated, analyzed, summarized and disseminated regularly on a semester as well as annual basis. Institutional assessment information is regularly used in a broad range of leadership and administrative functions and contexts including: Faculty meeting, Faculty development, Academic committees, Administrative committees Student Services, Admissions, Marketing and Accreditation self-study support.

Assessment reports that include departmental summaries with strategic recommendations for improvements are scheduled throughout the academic year. All departments are provided with recommendations for agenda items based on assessment findings to be used for evaluation of programs, services, and strategic planning.

The sources of data relevant to assessment and wise decision-making are numerous. Experience helps to narrow the spectrum. Some sources are important for a specific intent or a specific period while others are ongoing. As The Millard College continues along this path, the data will compile, making further decisions more informed.

Assessments will include:

1. **Organizational Assessments.** Organizational assessments will assess the Mission, the college board functions, policies and procedures, Financial operations and compliance with state and federal requirements.
2. **Student Life.** Student life assessments will assess student services and student satisfaction.
3. **Academic Assessments.** Academic assessments will assess student learning related to the mission and objectives, curriculum of academic programs,
4. **Learning Resources.** Learning resources will assess the effectiveness of the Library and Facilities and equipment.
5. **Institutional Effectiveness.** Institutional Effectiveness will assess the strategic plan, Health and safety,

Assessment Schedule

Name / Type of Assessment	Frequency	Due Date	Participants
Mission & Purpose	Annual	December 1	Vice President, Board of Trustees
Board Self evaluation	Annual	December 1	Board Members
Policies & Publications	Annual	February 1	Vice president of Academic Affairs
Employee evaluations	Annual	December 15	Leadership
Financial Operations	Annual	February 15	CFO, VPAA, Board
Compliance with State / Federal Requirements	Annual	November 15	Institutional Success Committee, Quality Coordinator
Student Services	Annual	May 1	Director of Student Affairs
Student Assessment	Annual	November 1	Director of Student Affairs
Student Learning	Annual	July 31	Director of Academics
Curriculum	Annual	June 30	Director of Academics
Faculty Evaluations	End of class	One week after end of class	Director of Academics
Library	Annual	March 1	Librarian and Library staff
Facilities and Equipment	Annual	June 1	Library / Information Manager
Strategic Plan	Annual	November 15	Vice President of Academic Affairs. Strategic plan committee, Institutional Success Committee
Health and Safety	Annual	May 1	Safety officer

Institutional SWOT analysis

The Millard College will use a SWOT analysis (Strengths, Weaknesses, Opportunities and threats) to assess the current situations of the college in order to identify Objectives and goals. The SWOT analysis will be conducted annually and updated in the strategic plan. The SWOT analysis shall be completed from a multidisciplinary group of staff members from The Millard College. The SWOT analysis will consider external and internal factors that affect the overall functioning of The Millard College.

SWOT analysis completed on June 28, 2021 is as follows:

Strengths

- Already completed one cycle of ARS program
- Have a pool of student applicants from ARC company
- Licensed by KCPE
- Dedicated staff
- Staff have 5 years experience teaching Peer Support program
- ARS program approved by KY alcohol and Drug Counselor board for CADC credit
- Board already established
- Positive momentum
- Staff is experienced in accreditation processes from CARF and ASAM
- Hire a consultant with extensive experience

Weaknesses

- Staff have limited experience working in college setting
- Board has changed targets for accreditation date deadlines
- IT support
- Web page is not efficient
- Policies and procedures still being developed
- No identified CFO
- No identified Librarian
- Financial setup
- HR is supported by ARC company
- Emails between TMC and students / staff from ARC
- No physical class rooms or training center

Opportunities

- To be accredited
- To offer programs related to field of mental health and recovery
- To build programs with quality
- To grow programs and degrees
- Partnerships with IKORCC, EKCEP, other colleges
- To offer programs to the recovery community

Threats

- Relationship with ARC
- IT support / emails
- Lack of administrative staff members / employees
- Financial and funding resources in order to grow with speed
- Web page could deter potential students

Action Items

- Identify CFO
- Identify Librarian
- Update web page
- Establish clear boundaries with ARC company
- Have completed budget
- Build Ministry program
- Build efficient IT support / emails systems
- Complete and approve policies and procedures

Plan Management and Oversight

The following personnel receive copies and updates of the Strategic Plan and are directly responsible for executive leadership, oversight, and management related to the strategic goals defined in the Strategic Plan:

Dr. Billy Noble, D.Min, CADC. Provost and Vice President of Academic Administration

Alanna Garden, AA, Vice President of Student Services

Ted Ralston, M.Ed, LPCC. Director of Academics

Missy Edens, M.Ed. Director of Financial Aid

[Brittany Parsons](#), M.Ed. Director of Organizational Advancement & Education Services

Cheyenna Runyon, Director of Institutional Excellence

Brandon Leslie, B.S. Director of Research and Development

INSTITUTIONAL GOALS

ACADEMIC GOALS

Goal	Assessment	Action & Timetable	Cost / Budget	Primary Personnel
Addition of Ministry Certificate Program	Student surveys.	*Identify 10 courses for 30 hour certificate program- 07--10-2021 *Develop course maps / syllabus / books for each class- 12-01-2021 *Enter course maps and class materials into Populi- 01-02-2022	No added upfront cost	Director of Academics- Ted Ralston
Addition of Associates Degree.	*research requirements of Associate degree. *Make decision on which associate degree to offer. *Complete interest survey.	*Develop committee to research degree. 2024 * Committee make a decision on which degree to pursue. Late 20241. * Develop course maps. 2025. * begin offering associate degree. 2026	\$45,000.00	Director of Academics - Ted Ralston

ADMINISTRATIVE GOALS

Goal	Assessment	Action & Timetable	Cost / Budget	Primary Personnel
Hire full time Chief Financial Officer	Accreditation compliance	*Create Job Description-12-1-2021 *Post position-02-01-2022 *Hire CFO-4-1-2022	\$50,000	College CEO
Increase the amount of facility space to meet the needs of students and faculty.	*Complete needs assessment	*Complete facility analysis. 2023 *Locate property and sign lease agreements. 2024 * Move into new facility, 2025	*Unknown at this time	College President

INSTITUTIONAL EFFECTIVENESS GOALS

Goal	Assessment	Action & Timetable	Cost / Budget	Primary Personnel
Evaluate student satisfaction	*student satisfaction surveys	*administer a satisfaction survey at the end of each class. *Faculty survey at the end of each semester. *complete annual analysis of student satisfaction December each year.	\$500.00	Quality Coordinator

INSTITUTIONAL DEVELOPMENT & ADVANCEMENT GOALS

Goal	Assessment	Action & Timetable	Cost / Budget	Primary Personnel
Accreditation through TRACS	TRACS applications and requirements	*Submit application-08-30-2021 *Submit Self Study-10-1-2021	\$20,000.00	Brittany Parsons Billy Noble
Interim Fifth year review	IRYR Form from TRACS	Submit IFYR form-October 2026	\$10,000.00	Office of VPAA

Millard College Calendar 2021-2026

Event / Semester	2021	2022	2023	2024	2025	2026
Spring First day class (first 8 week)		Jan 10	Jan 9	Jan 8	Jan 6	Jan 5
Spring Last day class (first 8 week)		Mar 4	Mar 3	Mar 1	Feb 28	Feb 27
Spring Break no class		Mar 5-13	Mar 4-12	Mar 2-10	Mar 1-9	Feb28-Mar 8
Spring First day class (second 8 week)		Mar 14	Mar 13	Mar 11	Mar 10	Mar 9
Spring last day class (second 8 week)		May 6	May 5	May 3	May 2	May 1
Graduation	Jun 2	May 11	May 10	May 8	May 7	May 6
Summer First day class	Jun 7	May 23	May 22	May 20	May 19	May 18
Summer Last day class	Jul 30	Jul 15	Jul 14	Jul 12	Jul 11	Jul10
Fall First day of class (first 8 week)	Aug 9	Aug 8	Aug 7	Aug 5	Aug 4	Aug 3
Fall last day class (first 8 weeks)	Oct 1	Sep 30	Sep 29	Sep 27	Sep 26	Sep 25
Fall Break No class	Oct2-11	Oct 1-9	9/30-10/8	9/28-10/6	9/27-10/5	9/26-10/4
Fall First day class(second 8 week)	Oct 11	Oct 10	Oct 9	Oct 7	Oct 6	Oct 5
Thanksgiving Break No Classes	Nov 21-28	Nov 20-27	Nov 19-26	Nov 17-24	Nov 24-30	Nov22-29
Fall last day class (second 8 week)	Dec 10	Dec 9	Dec 8	Dec 6	Dec 5	Dec 4
Graduation	Dec 15	Dec 14	Dec 13	Dec 11	Dec 10	Dec 9

Estimated Budget / 5 year Budget plan

	2021	2022	2023	2024	2025

BUDGET Expenditures

2021

Salaries + benefits + 401K match + HSA match= **\$689,870.00 annual**