

CPP-COB Goals, Objectives, and Strategic Plan

College Goals

1. Grow enrollment

- a. Divisions will identify value creating distinctives and strengths for all areas offering degrees (undergraduate, graduate) as well as for each mode of delivery for a program (face to face, hybrid, online). This is to be finalized by the end of the fall semester in 2022.
- b. Ensure all faculty can articulate the distinctives and strengths of the programs in their Division by the end of the fall semester in 2022.
- c. Develop promotional materials for each Division/Area that highlights the distinctives and strengths by the end of the fall semester in 2022.
- d. Establish monthly recruitment efforts for high school juniors, seniors/transfer students utilizing the distinctives and strengths for each Division/Area by the end of the fall semester in 2022.
- e. Develop and incorporate a student incentive plan to aid in moving prospective students through the decision/commitment process including achieving SBU acceptance, submitting a deposit, and attending a summer orientation event for the traditional undergraduate students by the end of the fall semester in 2022.
- f. Divisions/Areas will enact a minimum of one activity per academic year specifically targeted for student retention. This should be addressed by the end of the spring semester in 2023.
- g. Grow undergraduate enrollment for the overall College by at least 10% from the spring of 2022 to the fall of 2025 (As of the spring semester in 2022, the college enrollment has declined 13.4% over the last 5 years).
- h. Grow graduate enrollment for the Graduate Education and MBA programs by at least 10% from the spring semester of 2022 to the fall semester of 2025).
- i. Improve the first year to second year undergraduate retention rates for the CPP-COB to at least 75% (is this the right measure) by May 2027.
- j. Improve graduation rate of the CPP-COB to at least 50% by May 2027.
- k. Improve the graduation rate of the graduate CPP-COB to at least 80% by May 2027.
- l. Each division/area will enact a minimum of one activity per academic year with the primary purpose of recruiting prospective students. This should be addressed by the end of the spring semester in 2024.

2. Provide strong academic programs

- a. Evaluate the physical spaces in and around all academic facilities that house the Divisions/Areas to ensure the environment is conducive for quality learning and student engagement. This is to be completed by the end of the spring semester in 2023.

- b. Establish a purpose (what is the reason for the program) for each academic program by the end of the spring semester in 2023. This will provide clarity, quality and aid in recruitment.
 - i. I.E. This program will enable a student to...
 - c. Review each program to ensure each course adds value according to the stated purpose of the program. This should be completed by the end of the spring semester in 2023.
 - d. Determine how to incorporate value creating distinctives and/or strengths into academic programs by the end of the fall semester in 2023. Implement the determined approach at the beginning of the spring semester in 2023.
 - e. Identify formative and summative assessment measures for each program to provide feedback on student learning by the end of the fall semester in 2023.
 - f. Divisions will establish an advisory board that will meet at least annually for the purpose of providing feedback on undergraduate/graduate programs or projects within a Division/Area. The advisory boards should be established and have their first meeting by the end of the spring semester in 2024.
 - g. Ensure all online courses are developed with oversight from the Center for Teaching and Learning at SBU prior to the fall semester of 2026.
 - h. Offer internship/teaching opportunities for each program.
 - i. At least 70% of the College faculty will engage in professional development that promotes strong academic programs by the end of the spring semester in 2026.
 - j. Each area/division should have an external evaluation of its programs by an accrediting/oversight body or outside faculty member by the end of spring semester in 2027.
3. Strengthen the student learning and development experience
- a. Establish a strategic facilities plan for the space that each division occupies.
 - b. Evaluate the physical spaces in and around all academic facilities that house the Divisions/Areas to ensure the environment is conducive for quality learning and student engagement. This should be completed by the end of the spring semester in 2023.
 - c. Each Division/Area will establish an identity/culture in which a student would desire to engage by the end of the spring semester in 2024. Prior to the restructuring, some areas on campus had a departmental identity. The new structure requires divisions to establish a strong identity with/for its students.
 - d. Establish student organizations within each division.
 - e. Identify formative and summative assessment measures for each program to provide feedback on student learning by the end of the fall semester in 2023.
 - f. Provide interview training each academic year for all upper-level students in programs within the College.

- g. Each academic year, Divisions will coordinate with Career Services to provide opportunities for students to connect with potential employers beginning in the 2022-2023 academic year.
 - h. Offer internship/teaching opportunities for each program.
 - i. Ensure all online courses are developed with oversight from the Center for Teaching and Learning at SBU prior to the fall semester of 2026.
 - j. Divisions will have a minimum of two undergraduate courses that are offered in an online format by the end of the spring semester of 2024.
 - k. Divisions will begin tracking job placement or continuing education rates beginning with the fall 2022 semester. Business has surveys established to assist with this if other areas want to use it.
4. Integrate biblical truths and faith with discipline
- a. All syllabi will include the College values beginning with the Spring 2022 semester.
 - b. The College values will be displayed in all academic facilities housing the Divisions/Areas by the end of December 2022.
 - c. Divisions will pursue an activity promoting the college values each semester beginning with the fall semester in 2022.
 - d. Each undergraduate and graduate course regardless of mode of delivery will incorporate a component that reinforces the values of the College by the end of the spring semester in 2023.
 - e. Each undergraduate and graduate course regardless of mode of delivery will engage in an activity that integrates faith in the curriculum beyond the College values by the end of the spring semester in 2023.
 - f. All student organizations residing within the College will establish at least one verifiable way to integrate faith prior to the fall semester in 2023.
 - g. At least 50% of the College faculty will engage in professional development that promotes the incorporation of biblical truths and faith integration in the discipline by the end of the spring semester in 2025.
5. Enhance faculty and staff wellbeing and professional growth
- a. Support all College faculty pursuing further education or a doctoral program with schedule availability and/or financial assistance starting in the Fall of 2020.
 - b. Provide communication and tangible evidence that everyone in the College is valued. This is to be done continuously starting in the fall semester of 2021 and can be carried out in a variety of ways such as the distribution of apples, Administrative Assistants Day, College/Divisional swag, team building events, etc.
 - c. Evaluate the physical spaces and equipment utilized by College faculty and staff to ensure it is adequate for the functioning of the College. This should be completed by the end of the spring semester in 2022.

- d. Financially support 100% of the faculty engaged in scholarly activity as needed starting in the fall semester in 2022.
 - e. Provide financial support annually for leadership development for at least two people in the College starting in the 2022-23 academic year.
 - f. At least 85% of the College faculty and staff will engage in at least one professional development activity by the end of the spring semester in 2026.
6. Pursue operational efficiency and a stronger financial position
- a. Divisions will utilize prior course enrollment data along with the current number of majors when appropriate to determine the frequency and number of course sections offered. To be completed by January 2023.
 - b. Increase the average course enrollment of non- course by conference classes to a minimum of 15 students for the College by the end of the spring semester in 2024.
 - c. Reduce cost per credit hour for the College by 10% from the Fall 2020 to the Fall 2024.
 - d. Increase the amount of scholarship funds available to undergraduates by 10% from January 2022 to January 2026.
 - e. Establish a sixth endowed chair within the College by June 2027.