

CROWLEY'S RIDGE COLLEGE

THRIVE!

2025



INTRODUCTION

As a new member of the faculty of Tusculum College in 2009, I was often reminded of the fact that the college was established in 1794 and had a long history of success. The administration was understandably proud of the longevity of the school and seemed to feel that the 200 plus year history added a certain weight and dignity to the operations of the college that were not necessarily present at other, younger colleges.

This opinion was not shared by many of the faculty members. In fact, some of the older members of the Department of Mathematics had developed their own saying over the years; "Tusculum College - turning the corner for two centuries."

This humorous saying illustrated a disconnect between the administration, who rarely remained at the college for more than a handful of years, and the long serving faculty members who had seen numerous plans developed by numerous administrations fail to make a significant impact on the fortunes of the college.

At Crowley's Ridge College, we too have experienced our share of hardship and decline, but we are committed to taking the actions that are necessary to "turn the corner" to a brighter future. We refuse to be mired in a never ending cycle of simply reacting to the most recent emergency situation.

It is no longer enough to survive; we intend to THRIVE.

Brian Davis, Ph. D.
Vice President for Academic Affairs

STRATEGIC PLANNING STEERING COMMITTEE

Crowley's Ridge College is grateful to the Strategic Planning Steering Committee for their assistance in the creation of this plan.

Director of Assessment and Institutional Research (DAIR) - **Tréka Clark, Chair**

President of the College - **Dr. Richard Johnson**

Chief Financial Officer (CFO) - **Liz Brown**

Vice President for Academic Affairs (VPAA) - **Dr. Brian Davis**

Vice President for Student Affairs - **Paul McFadden**

President of the Student Government Association - **Kaprise Anuu**

Minister at Center Hill Church of Christ - **David Deffenbaugh**

Local business leader - **Max Garnett**

Chair of the Faculty Senate - **Rick McEven**

Vice Chairman of the Board of Directors - **Dan Newsom**

Director of Human Resources and Student Development - **Erica Richardson**

Chairman of the Board of Directors (or appointed representative) - **Dr. Jimmy C. Smith**



MISSION OF THE COLLEGE

Crowley's Ridge College is a private, four-year, church-affiliated but autonomous, coeducational liberal arts college, providing for its students a balanced course of studies appropriate for bachelor and associate degrees.

While CRC is affiliated with the Churches of Christ, students of all religious backgrounds are welcome at CRC. The student population comprises both non-traditional and traditional residential and commuter students.

CRC is committed to a continual emphasis on the integration of scholarship, critical reasoning, and the spiritual dimension of life. Preserving a commitment to a tradition of small class sizes and a philosophy of open enrollment helps CRC maintain a focus on the whole student as an individual.

PRESIDENTIAL VISION

Crowley's Ridge College will continue being a beacon of light that shines brightly throughout this local and multi-state area, nation, and world. CRC's board of trustees, faculty, and staff are fully committed to this higher education institution being a quality, Christian college and we remain committed to our strong Church of Christ heritage. Given how busy and successful Satan is today, CRC's Christian higher education environment is needed more now than perhaps any other time in history.

CRC is committed to increasing its enrollment to 500 students by expanding degree programs, improving student retention, expanding classes, working with other colleges, universities, and community colleges through articulation agreements and degree completion programs, and by working with high schools in providing concurrent classes.

CRC will improve and increase marketing and fundraising efforts, and will improve current facilities and build new facilities.

CRC will extend its outreach in working with churches and the Christian community. Our Bible department and administration will be reaching out to churches to see how we can be supportive and offer Christian growth opportunities for all ages.

Events of interest to all age groups will be hosted on CRC's campus.

CRC will work to partner with corporations and businesses to establish paying internship opportunities for students aimed at decreasing student loan debt.

CRC will become a college that is both inwardly focused on how to better serve students' needs and outwardly focused on how to serve the needs beyond its campus.

Richard Johnson, Ed.D.
President



STRATEGIC GOALS

Three goals have been identified as being critical to our plans to enact the presidential vision.

1. Field of Dreams

Students will have access to outstanding food, accommodations, and extracurricular activities. Crowley's Ridge College will become the ideal place to be a student.

2. Paragould's College

Crowley's Ridge College will have a positive impact on the lives of residents of Greene County and the residents will have a positive impact on CRC. CRC will be widely recognized as a valued resource for the community and as the "hometown team."

3. Drive to 500

By 2025, CRC will obtain a total enrollment (headcount) of at least 500 students with a full time equivalent of at least 300 students.

FIELD OF DREAMS

1.1 Coffee Shop

A coffee shop, complete with outdoor seating, will be established in the library. Students will be able to use their identification cards to purchase drinks and snacks.

✓ *ETA: Complete by Fall 2020*

1.2 Staff Enrichment Events

CRC staff members will hold monthly student enrichment events.

✓ *ETA: Begin by Spring 2021*

1.3 Cafeteria Improvement

The cafeteria will provide a variety of high quality meals that will satisfy the needs of our diverse student body. The quality of the food will become a selling point for the institution.

✓ *ETA: Begin by Fall 2020*

1.4 Weekly Travel Opportunities

A CRC shuttle bus will pick up and drop off students at a variety of local attractions on Saturdays.

✓ *ETA: Begin by Spring 2021*

1.5 Monthly Travel Opportunities

There will be four opportunities per semester for students to travel to events or participate in activities outside of Greene County.

✓ *ETA: Begin by Fall 2021*

1.6 Main Entrance Construction

We will construct an entry to the college that will inspire pride in students, faculty, and staff.

ETA: Complete by Fall 2023

1.7 Multi-use Building

CRC will construct a multi-use building that will include the following: weight room, student lounge, board room, 3 new classrooms, 4 new faculty offices, and 2 racquetball courts.

ETA: Complete by Fall 2025



PARAGOULD'S COLLEGE

2.1 CRC Service Days

CRC will establish a recurring service day during the spring semester. Students, led by their faculty advisor, will disperse into local communities to complete service projects that have been identified by community leaders.

Project ReachOut ✓ *ETA: Begin by Spring 2021*

In addition, during the fall semester, instead of participating in normal classroom activities, all students and staff (if possible) will participate in a CRC campus service day with an outdoor cookout at lunch.

Pioneer Day ✓ *ETA: Begin by Fall 2021*

2.2 K-12 Professional Development

CRC will host a minimum of two professional development seminars per summer.

Postponed to Summer 2022 due to Covid *ETA: Begin by Summer 2021*

2.3 New Certificate Programs

CRC will create at least one new certificate program.

Certificate in Biblical Studies Fall 2023 ✓ *ETA: Complete by Fall 2022*

2.4 Dual Enrollment Associate Degree

High school students will be given the opportunity to enroll in an online associate degree.

ETA: Begin by Fall 2022

ETA: Fall 2024

2.5 High School Exhibition Games

CRC will compete against other local colleges in one or more sports at one or more area high schools each year.

ETA: Begin by Spring 2022

2.6 Dual Enrollment Transfer Scholarship

Every student who completes a high school dual enrollment class at a high school with an established agreement will receive a \$1000 scholarship to attend CRC.

Students who take 5 or more classes earn a \$5,000 scholarship. ✓ *ETA: Begin by Fall 2022*

PARAGOULD'S COLLEGE

2.7 ACT Prep Classes

One free ACT preparation class will be offered each year.

ETA: Begin by Fall 2023

2.8 GED Prep Classes

CRC will become a GED testing site and offer evening GED test preparation during evening hours.

ETA: Begin by Fall 2024

2.9 Marriage Counseling

CRC will provide one free marriage counseling seminar each year.

 *ETA: Begin by Fall 2021*



DRIVE TO 500

3.1 Intrusive Advising

Advisors will be more than just course schedulers. They will know their student advisees. They will know where they live, where they eat, and when they make a failing grade in a class. They will anticipate problems and intervene.

✓ *ETA: Pilot Spring 2021*

3.2 Dual Enrollment

Seek permission to offer dual enrollment classes on public school campuses.

✓ *ETA: Complete by Summer 2021*

CRA: Ongoing

Marmaduke: March 2021

Southland: June 2021

3.3 Transfer Agreements

Complete one transfer agreement each year with a community college within a 100 mile radius.

✓ *ETA: Begin Fall 2020*

(ANC) Arkansas Northeastern College: July 2020

Harding School of Pharmacy: Fall 2023

3.4 Additional Degree Programs

CRC will add two additional bachelor's degrees.

BSBA MIS Concentration

BS General Studies

✓ *ETA: Begin by Fall 2022*

3.5 Additional Athletic Programs

CRC will add two additional sports.

JV Volleyball - 2020

Disc Golf - Spring 2021

Women's Golf - Fall 2021/2022

Men's & Women's Cross Country - Fall 2023

✓ *ETA: First Sport by Fall 2023
Second Sport by Fall 2025*

3.6 Online Degree

CRC will offer two existing degrees online.

ETA: Associate of Arts by Fall 2022

Bachelor of Arts in Biblical Studies by Fall 2025

Fall 2024

DRIVE TO 500

3.7 Professional Tutors

At least 50% of the tutoring hours in the tutoring center will be staffed by tutors holding at least a bachelor's degree.

ZOOM Sessions Tutoring ✓ *ETA: Complete by Spring 2021*

3.8 Developmental Math Lab

All face to face developmental math classes will be taught in a self paced lab format.

We completed by date and now changed to an online hybrid format to more effectively meet needs of students, given changes by Pandemic. ✓ *ETA: Complete by Spring 2021*

3.9 Increased Presence in Churches

CRC will present information in at least one church each year in the cities of Springfield, St. Louis and Memphis.

Marriage Counseling - Lectureship - Summer Camp (literature in a week) ✓ *ETA: Begin by Fall 2020*

3.10 Offsite Location

CRC will offer at least one degree at an off-site location.

ETA: Begin by Fall 2025

TBD

3.11 Dorm Reorganization

Policies associated with dorm residency will be examined and modified to allow for enrollment growth within the capabilities of existing infrastructure.

✓ *ETA: Complete by Spring 2021*



ACCOUNTABILITY

Assessment

Each operational unit engages in planning and assessment on an annual basis. The purpose of this planning and assessment is to align the goals of every operational unit with the mission and goals of CRC.

The assessment will also ensure that every operation unit is collecting and analyzing data from students and other internal and external stakeholders in order to improve the effectiveness of services.

At the same time, the assessment will provide an opportunity for operational units to communicate their successes and challenges to the college leadership.

Budgeting

The budget manager and their direct supervisor shall appear before the Executive Committee prior to April 21 of each year to request funds for the subsequent fiscal year's budget. The budget for the subsequent fiscal year is assumed to be zero until the requested funds are approved during the meeting of the Executive Committee. This assumption is in purposeful adherence with the principles of zero based budgeting.

The budget request shall contain categories (lines) with titles that are sufficiently descriptive to assist the Executive Committee in their decision making process. The committee will enter a vote to determine funding for each individual category.

The Executive Committee shall prioritize specific budget categories that directly support, as evidenced by a written argument, one or more of the following:

- A. Strategic planning goals/objectives of the college.
- B. General education student learning outcomes.
- C. Program level student learning outcomes.

The budget manager may appeal the denial of such funding requests, with the written support of the Chair of the Academic and/or Operational Assessment Committee, within seven days of the meeting of the Executive Committee. The President shall make the final determination concerning the appeal and notify, in writing, the budget manager of his or her decision.

CONCLUSION

The strategic plan that you have just read encapsulates many hours, days, weeks, and months of planning by the CRC community. I am extremely grateful to the members of the Strategic Planning Steering Committee and our faculty and staff who helped develop the main components of Thrive 2025. It was very intentional to begin this strategic plan by focusing upon the mission of CRC. The mission is what drives the presidential vision in this strategic plan and both the mission and presidential vision are each strongly connected to the three strategic goals in this plan: (1) Field of Dreams, (2) Paragould's College, and (3) Drive to 500.

Thrive 2025 will serve as our guide in reaching the numerous objectives and timelines within each of the three strategic goals for this plan. Achieving each component within this plan will not be easy but it can be done. I know this through visiting with many higher education experts about how to overcome decline and successfully turnaround a small Christian higher education institution. Research reveals numerous small colleges who struggled for many years being able to recognize decline, develop a plan, and turn around their institutions with many continuing to thrive today.

Crowley's Ridge College Thrive 2025 will transpire as we work together and as we give God the glory for blessing us each step of the way.

Richard Johnson. Ed.D.
President