

**Strategic Plans
For
Crowley’s Ridge College**

“2015-2019 Ridge Overlook”

Table of Contents

Introduction	page 1
Strategic Plan #1 – Academic Plan	page 3
Strategic Plan #2 – Human Resources Plan	page 5
Strategic Plan #3 – Information Services Plan	page 7
Strategic Plan #4 – Disaster Recovery Plan.....	page 11
Strategic Plan #5 – Enrollment Management Plan	page 14
Strategic Plan #6 – Facilities Plan.....	page 17
Strategic Plan #7 – Institutional Development/Fundraising Plan.....	page 19
Strategic Plan #8 – Learning Center Plan	page 44
Strategic Plan #9 – Marketing & Constituency Communication Plan....	page 45
Strategic Plan #10 – Student Life Plan	page 47
Strategic Plan #11 – Intramurals Plan	page 50
Strategic Plan #12 – Student Affairs Plan	page 51
Strategic Plan #13 – Food Services Plan	page 55
Strategic Plan #14 – Registrar Plan	page 56
Strategic Plan #15 – Music Plan.....	page 58
Strategic Plan #16 – Student Financial Services Plan	page 60
Strategic Plan #17 – Business Office Plan.....	page 61
Strategic Plan #18 – Textbook Plan.....	page 63
Strategic Plan #19 – Intercollegiate Athletics Plan.....	page 66

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"2015-2019 Ridge Overlook"

In the *Report of a Comprehensive Visit*, dated May 1-3, 2000, the following statement is made on page 7:

"The team found the Strategic Planning Process at CRC to be well developed, specific, and inclusive."

The introductory paragraph of "The Ridge Overlook 2005-2009" stated this:

"The arrival of President Hoppe in September 2003 changed to some degree the 'look' of the strategic planning process at CRC. Please note that President Hoppe had served as interim CEO since December 2002, and had been a Board Member since 1990, serving as chairman from 1993 – 1998. His familiarity with the CRC planning process gave him additional insight as he assumed the Chief Executive's Role."

Concern # 4 in the 2005 *Report of a Comprehensive Visit* stated: "The college planning process, while extensive and inclusive, is not sufficiently visionary and strategic to inform long range decision making especially as it is related to technology and development." A remarkable improvement will be noted in the construction and visionary aspect of the 2015-2019 Strategic Plan in all planning topics and especially in the Information Services and the Institutional Development/ Fundraising Plan.

As we Celebrated the 50TH Anniversary of CRC and formalized "The Ridge Overlook 2015-2019" we took a reflective look at the accomplishments of Crowley's Ridge College in three distinct but overlapping time periods.

1. The last 5 years: 2010 – 2014
2. The last 10 years: 2005 – 2014
3. The current administration: 2003 – 2014

Common practice in preparing a strategic plan document is to review the accomplishments over the previous planning cycle or cycles or some defined period of time. Plan mangers readily pointed out three factors:

1. The review portion of the accomplishments within each plan could only be reviewed in general terms since it would have taken volumes of documents

to spell out all of the accomplishments and the planning processes by which the “plan” became reality.

2. The institution, as a whole, in its 50th Year and as we look to the 2015-2019 cycle, has advanced well beyond previous plans in most regards.
3. The institution continues to use innovative forward thinking ideals in its planning and implementation amazing its constituency as to CRC’s value and performance in the Higher Education Community.

The strategic planning process creates critical thought processes that translate to achievement and accomplishment.

The “2015-2019” Ridge Overlook” is structured with Nineteen Specific Strategic Plans. Procedures, performance, and processes are continually monitored and reviewed throughout a planning cycle. Overall effective operation of the college program as it looks to the future is the desired strategic plan result.

Academic Plan FY 2015-2019 Strategic Plan

A Ten Year Review (2005-2014):

2005-2008:

In 2005 the college offered two Associate Degrees, an Associate of Arts in General Studies and an Associate's in Biblical Studies.

Marketing research was conducted among the CRC student body regarding expanding to four-year college status. Research was done on three separate occasions and the results pointed the college in the direction of seeking four year status. First, the Arkansas Department of Higher Education granted approval and in 2008 the Higher Learning Commission approved two four-year degrees to be offered by CRC - one in Business Administration and the other in Biblical Studies.

2010:

The college graduated the first class in business and Bible in the spring of 2010.

The college now also offers minors and concentrations to the business administration degree in accounting, business management, and sports management.

2011-2014:

IN 2012 BSE degrees in Early Childhood and Secondary Physical Education were added. The college is in candidacy status with The Council for the Accreditation of Educator Preparation (CAEP) and has verbal approval from the Arkansas Department of Education to grant these two degrees. So far two students have advanced through the Early Childhood program. None have yet to advance all the way through the P.E. program. There will be four students doing teaching internships in the spring of 2015.

Academic Plan FY 2015-2019 Strategic Plan:

At present, the college offers no degrees via distance education. The college certainly wants to advance and pursue this opportunity. However, the HLC official approval states: "Approval for distance education is limited to courses."

The expansion of degree offerings in teacher education appears to be the most promising as far as serving our present students and attracting new ones. The

college has tentatively planned to offer a special education and a middle school degree as the next two steps toward increasing the teacher education offerings.

Human Resources - FY 2015-2019 Strategic Plan

Review:

CRC continues to be a quality place to be employed for those who understand the mission of Crowley's Ridge College and the Christian quality of putting others before self and the ideal of service. If an individual is just looking for a paycheck, then CRC is not the place for them. Students, throughout the 50 years of the College's history, report the special relationship of faculty - staff and student as they learn and are challenged by dedicated individuals who consider employment by CRC more than just a job.

For the first 38 years of the college's existence 1964-2002, salaries of faculty and staff were considered low. However, a platform of the current President, when appointed in 2003, was to raise salaries, over time to a level of appropriateness and in comparison to other similar educational institutions in the area, state, and region. The starting faculty salary for one holding a Master's degree, with no experience, with the rank of Assistant professor is now 46% higher than before the current administration. CRC's starting faculty salary is higher than the starting faculty salary at the two closest public secondary schools and in close comparison to the other private colleges in Arkansas with student populations of 1,000 and less. Comparison salary information for the nearest public university is not easily attainable. However, we understand from currently employed faculty at that institution, that they have gone for several years with a hiring and salary freeze and are utilizing adjunct faculty extensively.

Human Resources FY 2015 – 2019 Strategic Plan:

The Human Resources Strategic Plan includes the following:

- Continue seeking qualified faculty and staff who understand the mission of Crowley's Ridge College and who are "a fit" for the college
- Seek Faculty with terminal degrees
- Continue seeking qualified adjunct instructors as the need arises
- Continue providing appropriate salary levels
- Continue with providing the Health Insurance Benefit for full time employees at 75% of the individual employee's health insurance being paid by the institution
- Continue providing the 403b retirement program which provides for a 100% institutional match up to 3% of the individual's gross annual salary
- Continue analyzing faculty load in connection with standard practice
- Continue to provide funding for faculty and staff development

- Continue with Board Development Activities and encourage participation in Christian College Trustees Workshop which is held every three years
- Expand Volunteerism

Information Services - FY 2015-2019 Strategic Plan

Previous 5 Years Summary:

- One of the main goals for Crowley's Ridge College during the past 5 years was to upgrade and improve Information Technology in as many prioritized areas that was financially within reach. One of the main areas we improved upon was the speed of our internet. We started out with 375kb connection at a cost of \$365.00 per month. We then went to a cable modem speed of 2mb at a cost of \$80.00 per month. This was fine, but we were subject to the demands of other users on the cable system. Lots of times this made the cable system slow. Finally in February 2009, we purchased an internet connection speed of four T1 lines for a guaranteed speed of 6mbs at a cost of \$1300.00 per month. This was a tremendous improvement.
- On March 2009, CRC had its first live sports televised on the internet.
- On August 2009, CRC started using Moodle for it online classes. This is the first time CRC offered online classes. This was used on our webserver at GoDaddy.com
- On March 2010, to help with our athletic departments, sporting events and our large school activities in the gymnasium, we have installed a new sound system that is wireless. This is integrated into the back wall of the gym and stage.
- On August 2010, CRC acquired a large number of Wi-Fi access points and installed them around all buildings and rest areas of the campus. Now students, instructors, and visitors can get on the internet from all areas.
- On August 2010, CRC purchased 28 dual core computers for faculty, staff and classrooms.
- On October 2010, CRC installed its first security camera in the Student Center. Since this first one, we have installed additional cameras in all the dorms, administration building, cafeteria, student center and the softball complex area. Most of these are 1080p with night vision.
- On December 2010, CRC website has SSL encryption. Later that same month we received our first credit card payment on the website. Potential Students, Alumni and visitors can now fill out online forms securely.
- On January 2011, CRC started installing more smart board technology. Students and instructors needed an easy way to display presentations and hands on computers drawing capabilities. Over the past 5 years we have installed 5 smart boards and 5 projector systems in our classrooms. All have speakers, computer control systems / software.

- Now that we had the internet speed, we needed to improve our network infrastructure. The wireless system we had connecting the buildings to the internet worked but were not able to handle the bandwidth that the students and faculty/staff needed. On May 2011, we started the installation of underground fiber optics between all the buildings. This included the cafeteria, Gym, all dorms, science and administration buildings. We also ran fiber to our sports complex area. The fiber we installed is good for many decades and should handle all bandwidth requirements.
- On March 2012, CRC increased internet speed to 30mbps.
- On May 2013, CRC installed an IP based VOIP system to all faculty/staff. This makes it easier to leave voicemail to teachers, and also has an emergency paging system to all phones.
- On July 2014, CRC purchased 15 new Quad Core workstations.
- On September 2014, CRC increased internet speed to 100mbps.

Current Summary:

- **Classroom:** All current major classrooms have multimedia / smart board capability. The current setup is a computer for the instructor that is connected to either a projector or a smart board. All CRC computers have the latest software needed by the instructors. All computers have speakers, presentation software, video and audio playing capability, DVD players and are connected to the schools LAN and internet. All computers are protected from unauthorized login and have virus, spyware and malware protection.
- **Security for LAN:** All CRC owned computers are protected with Virus, Spyware and Malware protected and is updated annually. All are monitored for security weaknesses. The entire campus is behind a firewall and a paid subscription for the reduction or elimination of viruses, hackers, pornography and other security issues. All network switches have the latest software. All switches have separate VLANS for separating internal networked devices. VLAN 1, for instructors and student rooms. VLAN20 is for our wireless access devices. VLAN30 is for our VOIP phone devices. VLAN50 is for our webserver. All switches are capable of tracking devices by MAC address, time and IP address. Our firewall saves logs and reports of all activity going into our LAN from the internet and all activity on the LAN going to the internet.
- **Security Cameras:** We currently have cameras in both student dorms both inside and outside, Cafeteria, Softball complex, Student Center, Gym and the Administration building. All videos are saved on Blueiris server for several weeks. These are monitored by the dorm parents, cafeteria manager, coaches and the Dean of Students.

- **Computers and Servers:** Most current servers are getting outdated. While they still meet our needs, their speed and operating software are getting slow and outdated. Our current servers are Fileserver, Socrates, FTP, Webserver, VOIP server, Applications, Virtual, and Backup servers. Our Virtual server is modern and controls 50 Virtual clients' workstations. These are mainly used at our computer labs located in Library, McClanahan Lab, Science and Math areas. We have about 21 computers that are running Windows XP. These need to be replaced when financially able. We purchased 15 powerful workstations for Faculty/Staff. These will be good for 5 years minimum.
- **Software:** Some of our current Financial Aid, Admissions, Academic, Business, Cafeteria, Book Depot Databases are created internally and updated/modified on an as need basis. All computers have Microsoft Office 2010, and all software that the faculty and staff currently need. We will need to replace Microsoft Office 2010 in a year or two.

Next 5 Year Needs:

- **Classroom:** The classroom computers are running Windows XP and need to be replaced. As old dry erase boards become obsolete, we will replace with the premium boards currently used for our smart board projectors. Document cameras will be useful in most classrooms. Moodle is our current online class server software. Continue to update it with all options that are available and needed by CRC. If needed we should look into streaming cameras for teachers that want their class to be online live.
- **Security for LAN:** Setup wireless access point with multiple SSID so students/faculty can login to the CRC LAN to connect to their CRC documents. Look for equipment that can monitor and correct users that attempt to use high bandwidth amounts and reduce their limit automatically. Limit bandwidth automatically on any computer that might be doing a network scan. Lock physical access to network switch.
- **Security Cameras:** Keep replacing any old style camera with IP cameras with resolutions of 1080p or greater. Increase speed and capabilities of existing Blueiris server. Install new cameras at key points across CRC campus. All public areas need to be monitored.
- **Computers and Servers:** Replace slow servers and computers with newer when the need and financial feasible. Look into virtualizing our servers for more redundancy and to make it faster to replace and easier for the technician to do so. Have more battery backup for all servers and phone system. Need 30 minutes minimum. This also helps protect against brown outs and surges.

- **Software:** Upgrade to the newest version of Microsoft Office on all CRC computers. Create registration database so students can register from internet. Create student accounts database so students / parents can look at current and past grades. This will also be good for Alumni. Improve the use of Student/Faculty ID badges. These can be used in cafeteria purchases, security inquiries and discounts into some local stores.
- **LAN:** Increase redundancy in our fiber optics going from building to building. If one line get cut, currently this will bring down the LAN for that building or part of campus. With more devices are becoming internet dependent we must insure our LAN infrastructure have the ability to handle this increase in bandwidth. Our current HP Procurve 420ap access points will need to be replaced with more powerful access points. Our HP 5803xl switch will need a few faster modules, but would be able to handle this increase. Our fiber optics should be fast enough for decades to come. Look into BYOB for Faculty/Staff and Students.

As the demand for technology increases in the future, and as new technologies become a need, CRC will do its best to make these become part of our educational system. Our I.T. Administrator not only evaluates the need of these with others in his field, but also with the Instructors and students that come to CRC.

Disaster Recovery - FY 2015-2019 Strategic Plan

General Disasters Related to Services

Review:

In 2009 CRC experienced a substantial disaster in the form of an Ice Storm with damage similar to a tornado adding in bitter cold and the inability to be mobile. CRC Emergency procedures went into play with the upmost regard for students and their safety. There was no power region wide with thousands of miles of electrical power lines down and tens of thousands of poles broken in the region. Power was restored within 7-10 days to structures regarded as “essential” and CRC was one of these because of our residential population that was “stuck” on campus. Some residences did not have power restored for 2 months. Our disaster plan, that identified vendors, was of no help because they were also affected by the storm. A detailed step by step account of how the disaster was handled would make a good size book and cannot be related here. The disaster was handled appropriately with many “on the spot decisions” made by the President and Vice Presidents. Over the next several months hundreds of volunteers came and assisted with the clean-up efforts. Below is one of the many ‘asks’ for assistance that the colleges constituency responded to.

As most of you know Northeast Arkansas was hit hard this week by an ice storm that left many of us with numerous trees uprooted and broken branches. Many of us have been without electricity since then. CRC was hit especially hard by the ice storm. We dismissed college until Monday, February 2, if our power is restored.

Our campus looks like a tornado hit us pretty hard! If you aren't dealing with this type of cleanup around your home or relatives' home, perhaps you can help CRC get our campus back to normal again. Clean-up efforts have already begun by our staff and the Churches of Christ Disaster Response Team. This team has just pulled in and will be feeding our volunteers and they have 10 extra chainsaws. Can you assist us beginning Monday, February 2nd? Do you have a chainsaw or truck, trailer or tractor? If so, please show up on CRC's campus Monday morning by 8 AM or later.

CRC also suffered some damage to our science building. Please recruit your friends to come with you and have this request for volunteers announced at your church for the next few weeks.

We could use many, many volunteers. We hope to see many of you on campus next week.

Thanks for your assistance.

Ken Hoppe, President

Art Smith, VP for Student Affairs

Richard Johnson, VP for Advancement

Disaster Recovery Plan FY 2015-2019 Strategic Plan:

- Every possible scenario relating to the recovery from a disaster cannot be address in a disaster Recovery Plan. Adequate relationships with other college constituents allows for the implementation of needed services and facilities in the event of a disaster. The college maintains appropriate levels of insurance that will assist financially in recovery from a disaster

General Disasters Related to Institutional Records

Previous 5 Years Summary:

All paper records are stored in a concrete block room called “The Vault”. The Vault room is locked at all times except when someone is inside. Only authorized personal have access to the vault.

All electronic records are stored on a server called Socrates located in the server room. This room is locked and only authorized personal have access to this room. The records are backed up daily on a tape backup and DVD. These backups were dependent on users remembering to do them.

The mail server was on campus with limited uptime.

Current Summary:

Most records are now Microsoft Access based. If need be, we can move the data to any computer with Microsoft Access to access these records. We have several databases that are used by different departments. Academics, Admissions, Alumni, Book Depot, Business, Checking, Development and Financial Aid are used to store these electronic records and are stored on the fileserver. The fileserver has built in hard drive redundancy. All data is backed up daily onto the backup server. All databases on the fileserver are also archived into zip files daily. The fileserver is also backed up a second time on a separate Hard Drive. All data on the fileserver is also protected by the shadow copy system built into Windows 2008R2 operating system. All backups are done automatically without human intervention. All servers are under lock and key and are also protected from network hackers. All databases can be accessed only by authorized personnel.

The mail server has been moved to Google Apps. Google apps for Education is maintained by Google, Backed up by Google and is available 24/365. It can be access anywhere there is internet. The security is also maintained by Google.

The online classes are run by a locally equipped server located in the server room. The data is backed up daily to a separate backup server. The server is run on a secure website. The registration is closed and only students we enter can logon.

All campus servers are behind a firewall by Sonicwall. We pay a yearly fee for the latest technologies against Hackers, Spyware and Virus blocking.

Future Summary:

We plan to have redundancy servers in case one server goes down, the other server will takeover, greatly shorting our downtime. Virtualizing the servers will help in this area.

Install additional UPS (battery Backups) for our key servers and phone systems. Most outages last only a few minutes. 30 minutes backup times would cover most outages.

Replace main servers every 7 years maximum. Some of our servers are at their end of life.

When needed all paper documents should be archived onto Hard Drive/DVD/Blu-ray disc.

Keep striving to become paperless in as many areas as possible.

Move our data to a SAN based storage.

As new technologies for improving disaster recovery change, we will strive to implement as many of these as needed and financially reachable.

Enrollment Management - FY 2015-2019 Strategic Plan

Review:

With two record enrollment years in this 5 year period, the implementation of the enrollment plan was beneficial in achieving successful enrollment numbers. In 2011 a record enrollment number of 221 was set and in 2014 an enrollment of 223 exceeded that record. The admissions department believes the record enrollments were directly related to our continued effort doing basic admission work, improved retention percentages, the addition of the education degrees and the addition of women's basketball and soccer for the year 2011 and the addition of a Junior Varsity basketball team for the year 2014.

In the last 5 academic years, the average headcount enrollment was 23% greater than the previous 5 years.

- Recruiters increased strategic recruiting destinations to include some churches and schools at least 200 miles from the CRC campus.
- Student callers were used for a period of time but were discontinued- believing that the recruiters could do the job easier than the effort it took to train the students. It was difficult without extra phones and the recruiters would need to come to the campus in the evenings to work with them.
- Publishing the Pioneer Progress was discontinued due to the elimination of the Director of Public Relations position (that being combined with the Executive Administrative Assistant job). It was determined that the publication of The Insider would accomplish the same informative mailout benefits which had been sought with the publishing of the Pioneer Progress.
- Recruiters continued to attend all College and Career Fairs in northeast AR, as well as many in central AR and south central MO and southeast MO. The schedule for College and Career Fairs lasts for approximately 6 weeks. An unscheduled fair can be added at various times throughout the semester.
- In the 2005-2009 Admissions Strategic Recruiting Plan, we indicated our plan to continue to host a college day on campus each year. In the last five years, we have added a second day allowing for two "Discovery Days" each year.
- The Admissions Department continued to host our 3 day Battle of the Youth Groups each year.
- The Admissions Department continued to use the performance group Justified. The group Emmaus was renamed Justified. Our Daybreak band was discontinued due to difficulty in finding performing venues. Area high schools became not as accessible as had been in past years.
- Employees are still a good source for adding prospective names to our database. They are asked to give the Admissions Department names from their respective congregations and personal acquaintances. Current students

are also asked to give names of friends and siblings who might be interested in attending CRC.

- The plan to purchase 3,000 names from the National Research Center for Colleges and Universities was discontinued after two purchases in the last 10 years. It was determined the process was expensive and we ended up with names we already had and names not on the list whom we knew attended the church of Christ. We also received names of students who did not attend the church of Christ. We believe we have recruiters in place who can do an effective job of working the names we attain free of charge by church visits, youth rallies, summer camps, and high school visits.
- Advertising: After fulfilling our seven month commitment to the Christian Chronicle, it was decided not to continue with that form of advertisement. It was expensive and we didn't see the appropriate expected results. However, we do keep our yearly full page advertisement commitment for the directory of the National Christian School Association. Ads have been placed in high school basketball tournament booklets, in special sports sections of area newspapers, in eight area schools homecoming ads, providing pizza for a church back to school youth event that has a yearly attendance of around 300, and repeated ads at the local Paragould Cinema 8 theater, shown before movies begin and our fall/spring schedule of classes has been placed in our local Paragould Daily Press.

While the plan included attending the National Lads to Leaders Conference, after attending three years, it was determined that the cost of going, staying and displaying at the conference did not meet with our result expectations. Attendance, therefore, has been discontinued.

Enrollment Management - FY 2015-2019 Strategic Plan

- The Admissions Department at CRC needs to always maintain a minimum staff of three.
- Hiring a third recruiter to assist the department when funding and need allows. As enrollment continues to grow, a third recruiter will be needed to cover all the areas of importance and then to branch out to areas we were not allowed to cover due to time and personnel restrictions.
- While we didn't have success with past purchase of names from NRCCUA, it could be modified to include a smaller area of students rather than the 200

mile radius. This method of acquiring names should at least be investigated to see if we could be better satisfied with the results.

- More printed or online literature needs to be used in potential student communication. An online recruiting/campus tour video is needed as soon as feasibly possible.
- With the addition of more degrees, tremendous benefit potential to recruiting efforts will be seen.
- Continue to add new churches, camps and youth rallies to our list to ensure we are making contact with the maximum number of CRC profile students.
- The recruiting of students needs to be done in coordination with the strategic plans for growing the college in terms of facilities and personnel. A retention goal of 90% has been set for the FY 2015-19 academic years with a 2% increase in enrollment each year, totaling 10% (22 students) by 2019.
- Continue to update recruiting vehicles and equipment to bolster recruiting efforts.

Facilities - FY 2015-2019 Strategic Plan

Review:

Throughout the history of CRC two master plans for campus facilities have been created. In retrospect, CRC has benefitted from neither of these plans being implemented. Facility needs as seen currently and over the last 10 years does not coincide with earlier plans. The college through its Vice Presidents and Department Chairs are continually evaluating facility needs in light of ever changing demand. The current philosophy of facility operations includes a continued high priority for maintenance and beautification of college owned facilities. Approximately \$1,000,000 has been spent in capital expenditures over the last 5 years all funded from donor support with no additional institutional debt. We cannot list all, but here are some of the major facility changes, improvements and alterations:

- New 3,000 square foot student center was added in 2010 at a cost of approximately \$320,000. The project was 100% donor funded.
- The Joe A. and Wanda Hall Honor Housing Unit was added in 2012 at a cost of \$214,000. The project was 100% donor funded.
- Purchased 40 Acres on the south side of campus at a cost of \$124,000. This purchase of this property was financed by the owners and the last payment was paid on 9/04/2013.
- Purchased a .46 Acre Commercial Tract at 6905 West Kings Highway (directly across from the college campus) that includes a 3,000 square foot structure. The purchase price for the private sale was \$45,000. The current appraisal of the structure is \$75,000. The college uses the property for storage of equipment.
- A .41 acre commercial tract (immediately behind the property mentioned above) was donated to CRC in 2013 by a local Electrical Cooperative.
- Larry M. Bills Administration Building – all upgrades scheduled in the last strategic plan have been accomplished. Additionally, the parking areas around the building were enlarged to provide more parking, an additional office suite area with 4 additional offices was added, appropriate signage was added, a lounge was converted to a classroom and many smaller upgrades were accomplished
- Jennie Sue Eubanks Cafeteria – interior painting and remodeling in the dining room area complete with new stage and carpeting
- Winters Hall – all upgrades scheduled in the last strategic plan have been accomplished as well as a number of additional upgrades
- Wilson Hall – all upgrades identified in the last strategic plan have been completed and additional upgrades as well

- Natural Sciences Building: no improvements were scheduled in the last strategic however the lobby and office area was upgraded with new flooring and paint.
- Carter Activities Center – all upgrades completed that were mentioned in the previous plan. In addition, air conditioning, new heating system, two new offices, 2 dressing rooms, new bleachers have been built. The Stage area was enlarged and carpeted along with weight training facility flooring upgraded.
- Baseball Facility – The college plays all of its home games on Pioneer Field which is a change from the last strategic plan. Newly remodeled dugouts, batting cage and upgraded bleachers along with beautification of fringe areas have been accomplished.
- Softball and Intramural field – This facility has included as a construction project in the last strategic plan. The field has now been utilized for several years.
- Roadways and parking areas – Three concreted student parking lots have been added and about 50% of the campus roads have been widened and overlaid with a 5 inch concrete surface.

FY 2015 – 2019 Strategic Plan:

The strategic plan includes but is not limited to these major projects:

- Build 2nd Honor Housing Structure - \$250,000 – to accommodate 14 – 16 students.
- Build 80 Bed Residence Hall for female population and convert Winter’s Hall to classroom and office structure - \$2,500,000
- Wilson Hall Renovation Project – Complete upgrading and modernization - \$188,000
- Jennie Sue Eubanks Cafeteria Expansion - \$180,600
- Carter Activities Center Remodel Project - \$60,000
- Complete the widening and resurfacing of campus roads adding paved parking surfaces - \$250,000
- Wilson and Winter’s Hall Exterior Remodeling project including roofs - \$200,000

Institutional Development/Fundraising Plan

FY 2015-2019 Strategic Plan

Review: FY 2010-2014

Crowley's Ridge College has made very significant improvements that have helped us move forward in our institutional development and fundraising.

- Development and advancement efforts have put many hours of research and implementation into our development database. The database, created by our IT Director using Microsoft Access has expanded significantly with thousands of churches and individuals, being added during the last five years and hundreds of businesses and foundations were also added.
- Additional fields in our development database were also added to assist in efficient and effective communication with our constituency. Adding email addresses, maintaining current mailing addresses and knowing which county have been very important in our successful fundraising efforts. It is now much easier to contact our constituency by phone, email, Facebook or in person, depending on the reason for each contact.
- Hosting 25 promotional dinners all across Arkansas and also in Missouri, Tennessee, Kentucky and Mississippi were not difficult to organize given the above type of database improvements. The dinners had key contacts that helped provide a good turnout, enabling current and future public relations and fundraising success. The development database improvements over the last five years helped us reach out to church ministers, alumni, top supporters, foundations and other community and church leaders.
- During the past five years, the college has invested in creating a new website, which can be accessed at www.crc.edu. We have had many comments about it being simple to navigate and to find the appropriate information. An example of its effectiveness includes among many items, the information available explaining our financial aid process or another area that explains the total cost to attend CRC. Both are simple to find and easy to download as well. The CRC website has facilitated much more communication from prospective students and parents and others who are interested in supporting CRC for a variety of needs that are listed under Advancing CRC and Funding Needs.
- The above improvements, coupled with face to face visits, phone calls, emails, Facebook posts and along with having specific fundraising goals for CRC's annual fund and capital needs certainly had a positive impact on our public

relations and significantly improved our fundraising results, as one can see in the table below:

DONATIONS	2010	2011	2012	2013	2014
Unrestricted Donations	561,000	415,000	444,000	706,000	990,000
Restricted Donations	116,000	49,000	25,000	21,000	43,000
Total Donations	\$677,000	\$464,000	\$469,000	\$727,000	\$1,033,000

- Early 2010, CRC completed construction on a new Student Center and Lobby with a special dedication taking place on April 30th. This was a \$320,000 project and more than \$355,900 was raised for this new needed facility. The additional revenue above the goal enabled CRC to focus on other needed campus improvements such as improving streets and parking areas.
- April 2012, CRC completed construction of the Joe A. and Wanda Hall Johnson Honor Housing complex. This was a \$225,000 campaign, which was fully met before year end 2012. It is a 10-bed unit and also features a kitchen and living area. This complex is for junior and senior year students or married students.
- October 4, 2014 Crowley's Ridge College celebrated our 50th Anniversary. It was a wonderful celebration event with approximately 500 friends attending, reconnecting and enjoying sharing many memories of their times at CRC. The evening featured free admission and included Reunion Chorus, Campus Tours, Open Reception, Dinner Buffet and nationally known keynote speaker and former board member, Landon Saunders. It was an evening of remembering and recognition including Past Presidents; Past & Present Board Members; Past & Present Choral Directors, Faculty, Staff, Distinguished Alumni, Mr & Miss CRC, First "Pioneers" (class of 64/65) those working in various ministries and leaders and CRC Athletic Teams & Coaches. The evening included a special video, more than 1,000 pictures, each class's yearbook and concluded with a special summary of how to help CRC into the next 50 years. The evening concluded with an estate gift being presented for \$487,500. A DVD is being made available capturing this special celebration.

FY 2015 – 2019 Strategic Plan:

The 2015-2019 Strategic Plan for Institutional Development and Fundraising features a tripod approach to fundraising; placing emphasis on three areas: annual fund

giving, capital campaigns, and planned giving. All three areas are needed for the annual success and future growth of Crowley's Ridge College.

1. Annual Fund Campaign

Crowley's Ridge College's Annual Fund Campaign is made up of the seven areas listed in the table to follow, which also features a description of goals and dollar amounts. Over the next five years, CRC has the following fundraising plans, which are reviewed daily, weekly and monthly in our overall strategy to increase in each of the seven areas listed in the table.

The President, Vice President for Advancement, board members and volunteers follow a detailed process to cultivate, educate, solicit, and thank each donor represented in these seven campaigns. This is done on an annual calendar basis, made up of pre-planned face to face visits, letters, newsletters, phone calls, post cards, hand written notes, emails and Facebook posts. The goal for such types of communication is to educate each donor about Crowley's Ridge College and to cultivate a friendship with annual gift solicitation at the appropriate time before year end. This education and series of donor/prospect activities will feature a combination of power point presentations, videos and key literature such as the college's Case for Support and listing of Funding Needs and appropriate support materials. This type of donor and prospect communication should increase annual giving and prepare the way for major gifts for capital needs and future estate gifts.

ANNUAL FUND CAMPAIGN	GOAL
Churches <i>(Goal of visiting 2 per month)</i>	\$ 50,000.00
CRC Day <i>(Goal 70 participate +5 new churches per year)</i>	\$ 75,000.00
General Donations	\$ 80,000.00
Grants <i>(Goal of writing 1 grant proposal per month)</i>	\$ 100,000.00
Honors/Memorials <i>(direct mail, visits, newsletters)</i>	\$ 10,000.00
Mail Appeals <i>(Goal of 4 per year)</i>	\$ 80,000.00
Spirit of America <i>(Individual & Corporate Sponsors)</i>	\$ 20,000.00
Vision of Growth <i>(Individuals monthly/planned gifts)</i>	\$ 100,000.00
TOTAL ANNUAL FUND CAMPAIGN:	\$ 515,000.00

2. Capital Fund Campaign

The annual fund campaign donor visits are serving as the groundwork in putting together a five year capital campaign to meet the capital needs below. The visits will be important to determine the feasibility of being able to fund the needs below and launching a successful five year capital campaign. The President, Vice President for Advancement, board members and volunteers have already been involved in visiting with individual donors, foundation board members, churches and community leaders. The purpose of such visits was to secure annual gifts and to also lay the groundwork for a successful capital campaign.

Capital Fund Campaign Needs:

- \$188,000 – Wilson Hall Interior Renovation Project of the dorm rooms, bathrooms, hallways, ceiling tiles and fixtures, and stairway fixtures for both women and men’s wings. Construction planned to begin June 2014. (\$76,708 of the \$188,000 has already been raised).
- \$250,000 – Build 2nd honor housing complex, featuring 10-14 beds with kitchen and living area for junior or senior year students or married students.
- \$2,500,000 – Build 80 bed dormitory for female students. Once it is built, plan to turn Wilson Hall into all male dorm, which will require some additional expense for renovations. Once both, the new dorm is built and Wilson Hall is converted to a men’s dorm, then plan to convert Winters Hall into classrooms and offices to expand our educational degree programs.
- \$2,500 – 1 Commercial Pressure washer, tank and small trailer for physical plant and vehicle maintenance; especially helpful where water hoses are needed, but not easily accessible.
- \$15,000 – 5 new Computer Servers for overall campus technology needs for students, classrooms, online learning and faculty/staff offices @ \$3,000 each.
- \$2,200 – adding 4 Learning Stations to McClanahan Technology Lab to meet the need for more students in this classroom.
- \$10,500 – 5 Epson BrightLink Smart Board Projectors for Classrooms @ \$2,100 each.
- \$5,500 – 5 Everwhite Marker Projector Boards for Classrooms @ \$1,100 each.
- \$20,000 – 1 new mid-size Car for Admissions Dept @\$20,000 each (used \$10,000 and up).
- \$25,000 – 1 new 15 passenger van for variety of college activities, sports, singing, field trips, etc.

- \$4,000 – 1 (7 ft x12 ft) Concession Trailer for athletic complex and variety of off campus venues.
- \$2,900 – 1 (77 x 16) Landscape Trailer with 4 ft sides and 4 ft side gate; needed for our 150 acre campus maintenance and beautification needs.
- \$180,600 – Jennie Sue Eubanks Cafeteria expansion. Presidential Dining Room for small groups, special events, wedding receptions and other events.
- \$60,000 – Carter Activities Center Gym Remodel Project: Enclosing the inside structure of the gym. Overlaying all insulated surfaces (walls and ceilings) with 26 gauge, dimensional metal and resurfacing metal structural beams and painting to match metal surface. All material, labor, and cleanup included.
- \$250,000 – complete the widening, resurfacing and curbing on remainder of our campus roads and parking areas including parking lots at Baseball and Softball Complex.
- \$200,000 – Wilson and Winters Halls Exterior Upgrades: Refinish/replacement exterior surfaces, replacement windows, new metal roof for both to match other campus structures.

3. Planned Gifts

Crowley's Ridge College has been working toward and been successful in receiving a greater number of planned gifts. The current Vice President for Advancement formerly worked for Thompson & Associates, a charitable estate planning consulting firm from Brentwood, Tennessee. He began full time work with CRC in April of 2007. The efforts by the services and Thompson & Associates and CRC's President and Vice President for Advancement have produced the combined results through charitable estate planning ranging from \$3,742,645 to \$4,200,000 being designated for Crowley's Ridge College.

Planned giving marketing materials, featuring including the college in your Will, charitable gift annuities, charitable trusts, charitable IRA Rollovers and creating an endowment fund are now regular activities in CRC's Advancement efforts. This marketing is done in face to face visits, campus events, church presentations, direct mail and is available on the college's website. Plans are to increase these efforts and to focus on getting dates of birth and other key information in CRC's development database to help target the correct age groups to enable greater future success in marketing the college's planned gift program.

The college also now has implemented the following Policies and Guidelines for Acceptance and Administration of Current, Deferred or Planned Gifts.

**CROWLEY'S RIDGE COLLEGE
POLICIES AND GUIDELINES FOR ACCEPTANCE
AND ADMINISTRATION OF
CURRENT, DEFERRED OR PLANNED GIFTS**

Established and Approved by Crowley's Ridge College in June 2012

Our Policy

In seeking and securing contributions for its annual fund, capital campaigns and endowment, it is important that CROWLEY'S RIDGE COLLEGE (hereafter: CRC) maintains written current, deferred or planned gift acceptance Policies and Guidelines (hereafter "P&GLs"). This document sets forth such P&GLs.

Our P&GLs are designed to assure that all those in our giving program, whether as solicitors, CRC's Board of Trustees (hereafter "Board"), the President, Organization Administration, Development/Advancement Personnel, Planned Giving Committees, other Volunteers or donors and prospective donors understand the rules pertinent to the solicitation, giving and acceptance of gifts. The P&GLs should (a) enable the Board, President, Organization Administration, Development/Advancement Personnel, Planned Giving Committees or other Volunteers to become aware of and able to inform donors and prospective donors of the variety of gifts which they may wish to consider and the P&GLs relating to such gifts; (b) help minimize the risks of any misunderstanding by a donor or embarrassment to CRC or to a donor concerning a potential gift that is not consistent with the P&GLs; (c) facilitate decision making by CRC in accepting, rejecting, or conditioning acceptance of a gift; and (d) minimize or eliminate inharmonious decisions in gift acceptance.

These P&GLs are subject to expansion, revision and reexamination in light of future experience, with a view to facilitating the growth of donations for CRC and to protect the interests of all connected with CRC in the donation process.

Moreover, the Board and Administration recognize that these P&GLs cannot anticipate the nature and circumstances of every potential gift; hence, judgments will remain necessary, within the parameters of these P&GLs, with respect to the acceptance or rejection of some gifts. Further, exceptions to the P&GLs may sometimes be appropriate. Such judgments are the ultimate responsibility of the Board, but it may delegate decision making to the President, Administration or CRC's Development/Advancement Personnel or Board Committees.

The Board adopts these P&GLs. Decisions with respect to the acceptance of proposed gifts under the P&GLs are the responsibility of the Board, which may delegate its authority to the President, Administration, Development/Advancement Personnel or Board Committees in appropriate circumstances.

I. General Principles

A. The P&GLs and their implementation should be “user friendly.” Users include the Board, President, Organization Administration, Development/Advancement Personnel, Planned Giving Committees, other Volunteers, the donors and potential donors.

B. While the P&GLs will greatly facilitate decisions by the Organization as to what gifts to accept and under what conditions; exceptions to the P&GLs will occasionally be appropriate and matters not covered by the P&GLs may arise. It is the responsibility of the President, Development/Advancement Personnel and Planned Giving Committees of the Board to address and resolve such exceptions and unanticipated circumstances, subject to review of their decisions by the Board.

C. The Board has overall responsibility for planning and organizing the Organization’s fundraising activities, but fulfillment of these responsibilities and coordination of these activities may be delegated to the President, Administration, Development/Advancement Personnel or Board Committees.

D. Effective communication is important to fundraising activities. Communication between and among the Board, President, Administration, Development/Advancement Personnel or Board Committees and prospective and past donors should be coordinated and continuous. Each of these aforementioned should communicate the P&GLs as appropriate. The Board and President, Administration, Development/Advancement Personnel and Board Committees should be able to correctly inform potential donors as to the options they may wish to consider in making donations.

E. It is important that CRC be able to demonstrate to potential donors that gifts to the Organization will be managed and utilized in a prudent and professional manner and in conformity with any restrictions under which gifts may be accepted. These P&GLs, the Organization’s Investment Policies and the actual management of prior gifts are appropriate subjects of discussion with potential donors to assist in persuading them of CRC’s responsible stewardship.

F. Discussions with donors and prospective donors, and particularly information provided by them, should be kept in confidence, unless the donors agree to a contrary arrangement. For example, a prospective major donor might authorize the use of his or her name in persuading other prospective donors to join in giving prior to the announcement of a capital campaign.

G. Prospective donors, particularly major donors, expect and should receive accurate and relevant information to assist them in planning gifts. **At the same time, both in written materials provided by the Organization and in oral discussions, it should be made plain that the Organization is offering only general information to assist donors in their thinking and that the donors should receive specific advice from their own attorneys, accountants or other advisors to tailor their gifts to their individual circumstances. Donors should also understand that they would be expected to bear the fees of their own advisor, as well as any transaction costs, such as an appraisal, associated with their gift.** The Organization's advisors may collaborate with the donor's advisors in structuring a gift of maximum benefit to both parties.

H. **Donations restricted to a particular purpose or usage, once accepted, will be separately maintained and accounted for on the Organization's records, and the Organization Administration will take steps appropriate to assure that such gifts are utilized as intended by the donors.**

I. Ordinarily, donations will be publicly acknowledged in newsletters, "thank you" events. However, donors' requests for anonymity will be respected.

J. Outright, unconditional gifts will be recognized and reported when such gifts are irrevocably transferred. Deferred gifts will ordinarily be recognized and reported when such gifts are transferred to the Organization or when a legally binding agreement or irrevocable document is consummated. However, CRC may recognize and report deferred gifts embodied in a will, retirement plan account, life insurance policy, or other instrument, even though receipt of the gift by the Organization is contingent on future events.

II. Specific Policies

A. Cash and marketable securities are gifts to the Organization requiring no specific or individual approval (hereafter, "Pre-Approved Gifts"). Acceptance of proposed gifts of all other kinds is subject to consideration and approval by the President or the Chief Development/Advancement Officer or Planned Giving Committees and, in appropriate cases, by the Board of Trustees.

B. The Organization will ordinarily not accept any gifts that are subject to adversarial legal proceedings or indebtedness for which the Organization might be or become responsible.

C. Acceptance of all gifts, including Pre-Approved Gifts, that are made with restrictions as to purpose or usage are subject to consideration and approval by the President or Development/Advancement Personnel or Planned Giving Committees and, in appropriate cases, by the Board of Trustees.

D. Pledges of gifts should be in writing and should indicate when the pledge will be fulfilled. Apart from “planned gifts,” pledges should generally provide for their satisfaction within one to five years. Pledges to be satisfied through gifts other than Pre-Approved Gifts are subject to approval as if the gifts were currently made.

E. The following types of gifts are among those requiring individual consideration and approval **before** their acceptance: (i) real property; (ii) stock in closely-held or non-public corporations; (iii) interests in unincorporated businesses; (iv) tangible personal property; (v) partnership interests; (vi) interests in charitable remainder trusts; (vii) interests in charitable lead trusts; (viii) interests in charitable annuities; (ix) interests involving retained life estates; Family Limited Partnership, as well as General Partnerships; and (x) interests in life insurance.

F. The Organization will not accept gifts that require it to act as a trustee of a trust or take an active role in the management or operation of an asset unless Board approves of the arrangement by vote.

G. In general, the Organization’s objective in accepting gifts of non-income producing property of any kind is to convert such gifts into cash, which it may then invest. Hence, the availability of appropriate “exit” or liquidation strategies will be an important factor in decisions whether to accept such gifts. In addition, the Organization may condition the acceptance of such a gift on the commitment of the donor to repurchase such gift at the acknowledged amount of the gift when made, if the gift cannot be liquidated within a stipulated time period.

H. The Organization may elect whether to accept gifts that are likely to subject it to future cost or capital calls or other out-of-pocket financial obligations, such as real estate taxes; in making such a decision the Organization will consider the sufficiency of the property’s income-producing characteristics to offset such obligations. In appropriate circumstances, the Organization may condition acceptance of a gift upon agreement of the donor to indemnify the Organization against potential future liabilities or obligations.

I. The Organization will not accept gifts that may give rise to “unrelated business taxable income” or which may result in adverse tax consequences. If such a gift is accepted, immediate consideration will be given to selling asset, so as not to harm the Organizations’ not for profit status.

III. Gift Solicitation and Disposition

A. With respect to larger gifts, other than Pre-Approved Gifts, the Organization may require that the donor satisfy the Organization that the donor has had independent professional advice in planning and affecting the gift.

B. In connection with “planned” gifts, the Organization may provide for prospective donors illustrations, including economic models, upon stipulated performance assumptions. Such modeling is most often appropriate in the context of various types of charitable gift annuities or trusts. Such illustrations will be provided only for the information of prospective donors and their advisors and ordinarily should be accompanied by disclaimers by the Organization against reliance by the donors on such illustrations.

C. Ordinarily, the Organization will expect the expenses associated with any gift to be paid by the donor concurrently with consummation of the gift.

D. All gifts of property liquidated within two years of receipt will be reported to the Internal Revenue Service to the extent required by law.

E. Gifts of marketable securities will generally be liquidated in a prompt, orderly fashion upon receipt.

F. As heretofore stated, the Organization’s customary objective with respect to gifts of non-marketable securities or most other property of any kind is to convert such property to cash as promptly as practicable. The particular circumstances and conditions of each gift may be taken into account in deciding when and how to liquidate such gifts. Those gifts that provide a current or prospective income stream may be retained rather than liquidated in appropriate circumstances.

IV. Gift Valuation

The Organization will adhere to the following valuation standards with respect to donations:

A. Except for Pre-Approved Gifts, all gifts must be accompanied by an appraisal to the extent required by law and in accordance with Internal Revenue Service requirements. Appraisals should be provided by qualified independent appraisers not associated with the donor or the Organization (an “Approved Appraisal”). The costs of obtaining an Approved Appraisal are to be paid by the donor.

B. Publicly traded securities will be valued at the mean between the high and low market values on the date the securities are received by the Organization.

- C. Closely held stock, real property and personal property will be valued at the appraised value determined by an Approved Appraisal.
- D. Life insurance will be valued at the cash surrender value on the date the policy is transferred to the Organization.
- E. Gifts “in kind” for Services may be valued for purposes of recognition at the amount the Organization would otherwise have had to pay for such Services. The Board, President, Administration, Development/Advancement Personnel or Planned Giving Committee will determine whether or not to value such Services for purposes of recognition.

Our Guidelines

I. Purpose of Guidelines

A. PREAMBLE TO GUIDELINES

The purpose of CRC’s Giving Program is to provide gift opportunities to donors interested in supporting CRC. To fulfill this purpose, CRC will seek to educate and inform its constituency on the tax and income advantages of current gifts, planned gifts, charitable estate planning and bequests. When informing donors of the philanthropic techniques best suited to achieving their objectives; staff or paid or volunteer representatives of the Organization shall conduct all activities undertaken on behalf of CRC in accordance with the highest professional standards of accuracy and integrity. In all matters involving donors or prospective donors, the interests and concerns of the donor shall always be paramount. **All donor information shall be kept in confidence and no public announcement will be released without permission from the donor or income beneficiary.**

CRC encourages and solicits contributions of cash, securities, and personal and real property, either as outright or testamentary gifts or through such deferred giving vehicles that qualify as split interest gifts under the regulations of the Internal Revenue Service and are permitted by the laws of our State, including, but not limited to, gift annuities, pooled income funds, charitable remainder trusts, charitable income trusts, or remainder interests in real properties.

The Chief Development/Advancement Officer shall be responsible for marketing, soliciting, and developing all gifts.

The President or Chief Development/Advancement Officer may approve or disapprove the acceptance of the various types of gifts when CRC is the intended trustee. Such matters will generally be discussed with the President, Chief Development/Advancement Officer or with the Chair of the Investment Committee of the board of trustees.

B. CHARITABLE GIFT ANNUITIES

Charitable Gift Annuities involve the promise by the charity, given in exchange for money or other property, to pay a fixed sum, effective from the date of the gift, to the annuitant(s) for life. The full faith and credit of CRC back gift annuities. Additionally, as required by the Arkansas Department of Insurance, CRC must maintain a segregated reserve account for all annuities not properly reinsured. The reserve fund must hold a minimum of \$50,000.

1. Minimum gift \$5,000.
2. There is no stated maximum amount.
3. Minimum age of beneficiary is 60, generally.
4. Interest rates will be the current rates published by the American Council on Gift Annuities. Any rates higher or lower than their rates must first be approved by the Arkansas Department of Insurance.
5. Payout Frequency
 - a) \$25,000 minimum for monthly, quarterly, or bi-annual payments or a single annual payment
 - b) \$10,000 minimum up to \$24,999 for quarterly or bi-annual payments or a single annual payment
 - c) \$5,000 minimum up to \$9,999 for a single annual payment.

C. DEFERRED PAYMENT CHARITABLE GIFT ANNUITIES

One year or more to allow the annuitant to realize a more favorable tax and income advantage delays the same obligation as the gift annuity above, but the initial life income payment.

1. Minimum gift \$5,000.
2. There is no stated maximum amount.

3. Minimum age of beneficiary – 40 for funding, with payments to start when annuitant(s) are at least 60.
4. Interest rates will be the current rates published by the American Council on Gift Annuities. Any rates higher or lower than their rates must first be approved by the Arkansas Department of Insurance.
5. Payout Frequency
 - a) \$25,000 minimum for monthly, quarterly, or bi-annual payments or a single annual payment
 - b) \$10,000 minimum up to \$24,999 for quarterly or bi-annual payments or a single annual payment
 - c) \$5,000 minimum up to \$9,999 for a single annual payment.

D. CHARITABLE REMAINDER TRUSTS – UNITRUSTS AND ANNUITY TRUSTS

Trusts qualify, under statutory and regulatory requirements, as tax-exempt legal entities. The donor can design the trust and decide the trust's payout percentage. The charitable unitrust pays the life income payments to the beneficiary based on an annual valuation of the trust assets. The charitable annuity trust pays out a fixed amount.

1. Minimum gift of \$100,000. Consideration will be given to other cases if the charitable remainder is likely to be at least 40 percent or \$40,000.
2. Minimum age of beneficiaries is 60, generally. A significant variable is the size of the assets. Consideration could be given to younger beneficiaries if the assets are such that the remainder is likely to be at least 40 percent or \$40,000.
3. The minimums set forth in (1) and (2) above apply where there is one beneficiary. If there are two beneficiaries, the minimum amount or the minimum ages should be increased. There should be no more than two beneficiaries except in extraordinary circumstances.
4. Interest rates are required by law to be a minimum of 5 percent. Beyond that, rates are determined between CRC and the donor, with a general maximum of 8 percent. The payout rate is one of the components to consider when striking a balance among the size of the assets, the size of the charitable remainder, and the ages of the beneficiaries.

5. The trust assets will be valued monthly.
6. Cases where the donor wishes to specify investment restrictions will be discussed with the Investment Committee.
7. When a trust is funded with “hard-to-value” or non-income producing property (e.g., real estate or securities for which there may be no immediate market), a net-income unitrust will generally be used. The net-income unitrust obligates CRC to pay a specified percentage or actual income, whichever is less. Property that is hard to value will always be difficult to have in a trust because it must be valued at least once a year.
8. When net-income unitrusts are used, the President or Chief Development/Advancement officer and the donor, indicating understanding of the income concept, i.e., should sign a separate letter of agreement between CRC and the donor that the donor will receive the lower of the specified amount produced by the trust. In the cases of a net-income plus make-up unitrust, income in excess of the stated percentage is paid out to make up for payments in previous years when the actual income was less than the stated percentage.
9. Charitable intent on the part of the donor should be clear.

E. CHARITABLE INCOME OR “LEAD” TRUST

A trust that pays out income to the charity for a specified term of years. At the end of the term, the trust assets revert to the donor or the donor’s heirs. The donor can set up the trust in unitrust or annuity trust form, and decides the trust percentage and the length of term.

1. Minimum principal amount - \$100,000.
2. There is not stated maximum amount.
3. Such a trust will be in full compliance with regulations of the Internal Revenue Service and our State.

F. GIFT OF A REMINDER INTEREST IN A PERSONAL RESIDENCE OR FARM WITH LIFE ESTATE RETAINED BY THE DONOR

This conveyance, not in trust, of such property by which the donor retains a life tenancy in the property, and can realize a significant income tax deduction without having to part with income-producing assets.

CRC will accept real property as remainder interest gifts whenever the condition of the property, the projected term of the donor's interest, the number of life estate holders, and circumstances of the property's remainder value permit. Such a transfer is conditional upon the life tenant accepting a contractual obligation, as specified in the laws of our State, for any mortgage payments, taxes, insurance, and repairs.

G. BARGAIN SALES OF REAL OR PERSONAL PROPERTY

Selling property to CRC at less than the fair market value allows a tax-deductible gift of the price discount to the donor. An installment bargain sale is a good alternative to a gift annuity when the donor wants to use an asset other than cash or securities.

CRC will accept such properties whenever circumstances are appropriate, subject to review by the Investment Committee.

H. LIFE INSURANCE

The irrevocable gift of a policy that names CRC as both owner and beneficiary, enabling the donor to make a much larger gift than might be possible from current income. Except for paid-up policies, the donor's pledge to continue the premium payments is implicit in the transaction.

CRC encourages donors to consider naming CRC as beneficiary or contingent beneficiary of their insurance policy or pension arrangements. CRC also can accept the outright gift of an existing insurance policy by the transfer of ownership of such a policy. CRC can accept either cash or negotiable securities for subsequent premium payments.

I. APPRAISALS

Appraisals should be sought on any proposed gift for which there may be no immediate market. CRC will make its own appraisal and suggests that the donor seek an appraisal as well. The cost of the appraisal is normally tax deductible. The donor's appraisal will not be in lieu of CRC's own appraisals.

J. LEGAL COUNSEL / ADVISORS

1. CRC will urge each prospective donor to seek the advice of his/her own attorney or financial advisors in reviewing the state and federal income tax consequences of the gift, the terms of any trust or annuity agreement, and the advisability of the gift in relation to the donor's estate and financial circumstances.

2. If requested by the donor, CRC's planned gifts department may prepare suggested language pertinent to a bequest to CRC or a life income trust to be submitted to donor's attorney, or review and comment upon documents drafted by the donor's attorney.

K. INVESTMENT COMMITTEE MEMBERS

1. President of CRC
2. Chairman, Vice Chairman and Secretary of the Board of Trustees

L. INVESTMENT COMMITTEE APPROVAL

Investment Committee approval will be requested before CRC accepts:

1. Charitable remainder trusts
2. Charitable income or "lead" trusts
3. Bargain sales
4. Real property, whether or not encumbered

If practical, the approval will be sought by Chief Development/Advancement Officer, after consulting with the President and by telephoning the Chair of the Investment Committee, or, in his or her absence, the Vice-Chair. It is important that potential donors receive the courtesy of a decision made as soon as possible after they have made their intentions known to CRC.

M. INVESTMENT COMMITTEE SANCTION

Investment Committee approval will not be required for acceptance of the following gift forms unless the specific case varies from the guidelines:

1. Charitable gift annuities
2. Deferred payment charitable gift annuities
3. CRC annuity option deferred payment charitable gift annuities
4. Life insurance

II. Administration and Management of Deferred or Planned Gifts:

Upon receipt of an asset by CRC that forms the basis of a deferred gift, the President shall take appropriate custodial steps with the funds or securities. The asset shall be properly recorded in the records of CRC insuring that all conditions attached to the deferred gifts are carefully observed.

A. NOTICES

1. TO THE BENEFICIARY

The beneficiary shall receive a letter of appreciation from the President of CRC and confirmation letters by the President or the Chief Development/Advancement Officer advising the beneficiary of the following as soon as possible:

- a. Type of investment gifted (*example*: tax-exempt bonds)
- b. Vehicle of investment (life income pool)
- c. Type of payments to be received (quarterly)
- d. Schedule of payments (March 31, June 30, September 30, December 31)
- e. Amount of payments (if known)
- f. Basis of payment computations (5 percent of value original gift)
- g. Type of income tax report to be received (Form K-1)
- h. Informational statement as to treatment of income tax information (advice to file information and consult with their tax advisor)

2. TO OTHERS WITHIN ADMINISTRATION

For each planned gift agreement, the President and Chief Development/Advancement Officer shall receive detail on investment and valuation requirements, calculation of income, frequency of distribution, tax information, and reporting requirements. The Chief Development/Advancement Officer will retain original copies of all agreements. Reports or correspondence will be distributed on an as needed or informational basis.

B. INVESTMENT PROCEDURE

The President shall take steps to invest the asset of the deferred gift in the appropriate vehicle. If the gift agreement does not provide for a specific type

of investment, the President shall consult the CRC investment committee as to the most appropriate investment. Investments, when subject to regulations by our State Insurance Commissioner, or when subject to regulations by the Internal Revenue Service shall conform to such requirements. All investments and investment transactions shall conform to the P&GLs of the Board of Trustees and meet the standards of the prudent investor rule stated in Sec. 24-2-610 through 24-2-619.

C. EXTERNAL REPORTS

The President or Chief Development/Advancement Officer shall file the necessary reports on a timely basis with the beneficiary as provided in the gift agreement and as stated in the aforementioned letter to the beneficiary. The President or Chief Development/Advancement Officer shall also file the appropriate reports with all external agencies that regulate or control any aspect of the deferred gift relationship between the beneficiary and CRC. These reports shall include all required reports to be filed with federal Internal Revenue Service, and our State's regulatory boards and agencies. A full schedule of reports for each type of planned gift instrument is attached (see Exhibit D).

D. ACCOUNTING

The President or Chief Development/Advancement Officer shall insure the appropriate accounting for each of the deferred gifts in accordance with the requirements of the agreement, the regulatory agencies, and in keeping with the standards and guidelines of the American Institute of Certified Public Accountants.

III. Description of Deferred Gifts

A. GIFT ANNUITIES

1. GENERAL DESCRIPTION

The distribution to beneficiaries is a fixed dollar amount based on a percentage of the market value of the assets at the time of the gift. Their percentage is taken from annuity tables established by the American Council on Gift Annuities.

2. ADDITIONAL INFORMATION

a. *Distribution to Beneficiaries*

Fixed dollar amount – the distribution of income may be deferred.

b. *Suggested Payout Rate*

The current rate established by the American Council on Gift Annuities.

c. *Type of Investment Permitted*

Controlled by the Department of Insurance.

d. *Suggested Minimum Gift*

\$5,000.

e. *Suggested Minimum Age*

60 years.

f. *Pooling of Investments*

Permitted.

g. *Additions to the Original Gift*

As permitted by law.

h. *Income Taxes on Distribution*

Part ordinary; part tax-exempt (determined by formula). When funded with appreciated property, a portion of the income is taxed at capital gain rates.

i. *Current Status*

Beneficiaries; \$ principal; \$ approximate annual payout.

j. *Special Notes*

The full assets of CRC back distributions to beneficiaries.

B. CHARITABLE REMAINDER UNITRUST

1. GENERAL DESCRIPTION

The distribution to beneficiaries is based on the annual market value, as determined on the first day of the tax year of the trust. Commingling of trust assets with other trusts or with the endowment is permissible when

record keeping will clearly identify the respective interests. The distribution may be a fixed percentage, or it may be limited to the actual income up to a maximum percentage.

2. ADDITIONAL INFORMATION

a. *Distribution to Beneficiaries*

i. Straight Unitrust

Fixed percentage determined by the donor and CRC, of the annual fair market value. The percentage must be at least 5 percent (by law). Whenever the net income of the trust does not meet the payout percentage, the balance of income due will be drawn first from undistributed capital gains (taxed accordingly), other income (including tax exempt income), and principal, in that order. Distribution continues as long as there are assets in the trust.

ii. Net Income Unitrust

Actual income of the trust assets up to a maximum fixed percentage of at least 5 percent (by law) of the annual fair market value. A separate letter of agreement will be drafted between CRC and the donor, indicating understanding of the income concept. When a trust is funded with “hard-to-value” or non-income producing property, a net-income unitrust will be used.

iii. Net Income with Makeup Provision Unitrust

Actual income up to a maximum fixed percentage. Income in excess of this percentage is paid out as maximum only to the extent that the aggregate amounts paid in previous years is less than the aggregate amounts that were payable for those years under the application of the fixed percentage.

b. *Suggested Payout Rate*

5 percent minimum (by law) to a general maximum of 8 percent determined between CRC and the donor.

c. *Type of Investment Permitted*

The donor may give asset or investment instructions, which he/she may subsequently revise. It should be made clear to the donor that CRC, as trustee, cannot be legally bound by such instructions. Cases where the donor wishes to specify investment restrictions will be discussed with the Investment Committee. Gifts of cash or tax-exempt securities may be invested to yield tax-exempt income to the beneficiary.

d. Suggested Minimum Gift

\$100,000. Consideration will be given to other cases if the charitable remainder is likely to be at least 40 percent or \$40,000.

e. Suggested Minimum Age of beneficiaries

60 years. Consideration could be given to younger beneficiaries if the assets are such that the remainder is likely to be at least 40 percent or \$40,000.

Note: IRS regulations in 1983 permitted the commingling of trust assets with endowment assets of the charitable trustee, provided proper records are kept identifying the portion attributable to each individual trust.

f. Additions to the Original Gift

Permitted.

g. Income Taxes on Distribution

Taxable as ordinary income, short or long term capital gains, non-taxable income, or tax-free distributions of corpus.

h. Special Notes

Charitable intent on the part of the donor should be clear.

C. CHARITABLE REMAINDER ANNUITY TRUST

1. GENERAL DESCRIPTION

The distribution to beneficiaries is a fixed amount based on the percentage of the market value of the assets at the time of the gift. The percentage is determined by the donor and done, but must be at least 5 percent (by law).

2. ADDITIONAL INFORMATION

a. *Distribution to Beneficiaries*

Fixed amount (at least 5 percent of the initial fair market value) determined by the donor and CRC. Distributions continue as long as there are assets in the trust.

b. *Suggested Payout Rate*

5 percent to a general maximum of 8 percent as determined by the donor and CRC.

c. *Type of Investment Permitted*

Gifts of cash or tax-exempt securities may be invested to yield tax-exempt income to the beneficiary.

d. *Suggested Minimum Gift*

\$100,000. Consideration will be given to other cases if the charitable remainder is likely to be at least 40 percent or \$40,000.

e. *Suggested Minimum Age of Beneficiaries*

60 years. Consideration could be given to younger beneficiaries if the assets are such that the remainder is likely to be at least 40 percent or \$40,000.

f. *Additions to the Original Gift*

As permitted by law.

g. *Income Taxes on Distribution*

Part ordinary, part capital gains and part tax free, as determined by the character of the original assets invested. Whenever the net income of the trust does not meet the payout percentage, the balance of income due will be drawn first from undistributed capital gains (taxed accordingly), other income (including tax exempt income), and principal, in that order.

h. *Special Notes*

Charitable intent on the part of the donor should be clear.

Special Administrative Considerations

There is generally a cost of administering the various deferred gifts described in these guidelines. Thus far, we have spent many hours doing initial research at CRC; however, since we are still in the early phase of our deferred gift administration program, it is not possible to determine accurately the annual management costs. Elements of the management costs are as follows*:

1.	Charitable Trusts	<i>Annual Charges</i>
	a. Investment Counsel	.1 of 1% of assets
	b. Custodial fees	1/4 of .1 of 1% of assets
	c. Internal accounting and reporting	Unknown
2.	Gift Annuities	
	a. Investment Counsel	No charge
	b. Custodial fees	1/4 of .1 of 1% of assets
	c. Internal accounting and reporting	Unknown

* Note the above are typical charges for these items from a bank trust department.

Exhibit D: Schedule of Reports

	Gift Annuities Fund	Charitable Remainder Unitrust	Annuity Trust
Federal			
1041	N/A	Annual	Annual
1041-A	N/A	As Required	As Required
1041-B	N/A	Annual	Annual
5227	N/A	Annual	Annual
SS-4	N/A	Once	Once
State			
541	N/A	Annual	Annual

541-A	N/A	Annual	Annual
541-B	N/A	Annual	Annual

Insurance Commissioner

Initial/annual	N/A	N/A
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Beneficiaries

Procedures Distribution	Once Per Agreement	Once Per Agreement	Once Per Agreement
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K-1	N/A	Annual	Annual
1099R	Annual	N/A	N/A
1096	Annual (attach with 1099R)		

Learning Center - FY 2015-2019 Strategic Plan

Review : FY 2010-2014

Over the past five years, the Learning Center has continued to provide quality academic resources and services to its faculty and students. We extended our hours of operations to include Saturday afternoons to give students access to the computer lab and other resources over the weekend. We acquired significant portions of the personal libraries of Warren Keith Wright and Winston Burton. These, along with new purchases, increased our shelf holdings by approximately 3,000 books. We were also able to disseminate a large portion of these books directly to faculty and students for their personal use. We reevaluated our periodical holdings and, upon consultation with faculty, added some key academic journals. We experimented with some new databases and, eventually, added an e-book collection from EBSCO. This collection gives us digital access to over 130,000 e-books that have been vetted for their academic value. Over half of these books are also less than 10 years old.

FY 2015 – 2019 Strategic Plan:

Going forward, our plan is to advance the quality of our services through increased access to and better assessment and acquisition of resources. The college web site needs to be restructured to make library resources more accessible. This needs to include updating and integrating the library management system with online technologies to create a seamless, single access point to all the library's resources. This configuration needs to give the director of the Learning Center the ability to create and monitor web content to promote library services and new acquisitions. Consideration also needs to be given to creating mobile access to library resources via smartphone and tablet apps. It is also important that we improve our engagement of the faculty in the selection and weeding of academic resources. It will be important to implement procedures empowering faculty to routinely suggest what current resources need to be retained and what additional resources need to be acquired. Currently, I frequently ask for faculty input on these decisions but this has proven to be inadequate. Some form of mandatory faculty review and recommendations is needed. Multi-media resources are currently a weakness in the library's holdings and need to be increased over the next 5 years. This can, and should be, achieved through the acquisition of digital resources or subscriptions to media services.

Marketing and Constituency Communication - FY 2015-2019 Strategic Plan

Crowley's Ridge College realizes the importance of having a successful and effective Marketing and Constituency Communication Plan. Our monthly and often weekly and daily meetings frequently consider our goals for communications given the various venues outlined below. As we consider our communication goals, we do so in our examination of key areas of Crowley's Ridge College; including our mission, values and beliefs. We have a strong desire to succeed both academically and spiritually in serving each student enrolled at CRC. We consider the outcomes of our overall services and how to improve in our service areas. We openly discuss how to relay the outcomes in an accurate way and identify our target audience in consideration of the most effective way to communicate with them using the venues below. We consider the message that we desire to communicate and what do we hope to achieve once we have executed these main communications. We also consider once we have communicated, to follow up appropriately in person or by phone, email, online, etc., if such follow up is needed.

1. Development Database
 - a. Currently at 13,466 contacts of Individuals, businesses, churches
 - b. Maintained daily and mailing addresses are updated from the National Change of Addresses (NCOA) furnished by the printing/ mailing company.
2. Website – www.crc.edu
 - a. redesigned within last year
 - b. Easy navigation for welcome, mission, case statement, admissions, prospective students, financial aid, alumni, fundraising, news, etc.
3. Facebook - <https://www.facebook.com/CrowleysRidgeCollege>
 - a. News and events posted each week and often daily. Frequently the posts have a total reach of more than 2,000.
 - b. More than 1,500 have "liked" CRC's Facebook page.
4. Twitter - <https://twitter.com/CRCPioneers>
 - a. Utilized to encourage current students, alumni and the community about news and events and to initiate a good public image of the College.
5. News Releases
6. CRC Insider – 4 color, 8.5" X 11" multiple page biannual newsletter
 - a. Mailed to all donors and all alumni
7. Mail Appeals
 - a. 4 mailings per year soliciting funds for annual fund campaign and other capital needs as needed.
8. Post Cards
 - a. Mailed to alumni advertising annual Homecoming event
 - b. Mailed to prospective students by Admissions advertising campus events in spring and fall.
9. Emails – more than 1,300 email addresses

10. Presentations

- a. Churches
- b. Civic Clubs
- c. Campus Events
- d. Local Business Expos & Job Fairs

Student Life – FY 2015-2019 Strategic Plan

Review: FY 2010-2014

The Student Life Committee is responsible for analyzing the Student Handbook each summer. This is usually done in May, scheduled for a time when the faculty workshops are in session. Additions and deletions are made to the Handbook at that time. Handbooks are distributed to the student body at the “all dorm” meeting the first night of the semester, and handed out to commuters at Registration.

Elections are held each spring (for SGA) and each fall (for class officers). The SGA President calls a meeting after the fall class elections are held to make general plans for the year and specific plans for events to take place in a shorter amount of time.

The construction of a student center in 2012 has been a wonderful addition for CRC students to enjoy. It is a place where they can watch television, movies, play pool and ping pong, play board games, and do general socializing. It was a very much needed facility and we are glad to see it being used almost constantly. We also use the concession stand for all home basketball and volleyball games as well as special events.

Traditional activities planned for students to socially interact are continually planned each semester. New activities are added as opportunities arise. With the addition of a Memphis pro basketball team and also a AAA baseball club, we have added trips to a game each semester and the students seem to enjoy doing that.

A coffeehouse is planned each semester. The students with talents in the arts enjoy performing songs, poetry, tricks of illusion, etc.

With our four year degrees in place, our campus has sought ways to cover career counseling. While there is still the need to advise and prepare a student to transfer to a four year institution after completion of the AA Degree, many of our students are staying and completing our four year degrees. Our Bible Department faculty is called on regularly to assist a church in securing a minister or youth minister for their congregation. When our Biblical Studies students graduate, they are fully aware of local and area wide jobs in their field, as they have been made aware by the of the Biblical Studies department and by our Dean of Students, who teaches in the department and weekly assigns students to preach at various congregations. Our Business Administration graduates get career advising and job postings by Mr. Woodard, Chairman of our Business Department.

In an effort to control student absences from chapel due to their participation on a ball team, we discontinued Friday chapel and only have chapel four days each week.

When both basketball teams and the baseball team traveled, it left a small number of students in chapel. The decision to do this was made during the May Student Life Committee meeting.

Campus ministry is ongoing with several CRC employees other than the campus minister available for counseling. Weekly devotionals are organized by the campus minister as well as bible studies organized by students and their bi-weekly student planned devotional.

Student life activities are well attended by our student body. We estimate the 90% of our dorm students and 70% of all full time commuting students participate in some form of student life activities even though the budget doesn't allow for bringing in a band, hypnotist, etc. to entertain. Our events are more "homespun", but our students understand that and support what is offered to them.

Student Life – FY 2015-2019 Strategic Plan:

- Continue analyzing, making changes, and distributing the Student Handbook each year
- Continue with elections for SGA and class officers
- Continue with service projects as we have done in the past. We have worked on a house for Habitat for Humanity, helped at Miracle Rodeos for handicapped children, picked up trash for the Highway Dept., host a Red Cross Blood Drive each semester, and participated in food drives.
- We will also continue to find new service projects to be involved in. Student Government Association has made plans to get names for needy families from our local Mission Outreach and make food baskets to be delivered. They also plan to participate in "Angel Gifts" project at Christmas time. Fundraisers such as bake sales, yard sales, and car washes are examples of what has been done in the past to offset some of the expenses of service projects such as the last two mentioned.
- Off campus activities such as ball games in Memphis, retreats, ski trips, hayrides, coffeehouses, backpacking, canoeing, dorm open house, and Christmas banquet will continue to be offered with new activities added as opportunities arise.
- Chapel planning will continue to be done by three members of the Bible faculty. They will continue to strive to present programs of inspirational and motivational teaching and speaking. The four day chapel week will be evaluated after the 2015 spring semester when it has been in effect for one complete academic year.

- Plans are being made to have the concession stand open for daily operation so the students have opportunity to purchase food items during hours the cafeteria is closed or even when it is open – to have other choices.
- In order to keep equipment in good condition (ping pong paddles, cue sticks) we plan to eventually have a check out system with the person working in concessions overseeing this.
- Our goal in Student Life will continue to be involving the largest percent of the student body as possible in as many student life activities as possible. Our belief is that rich memories as well as many other physical and mental benefits are the result of socializing and gathering with their peer community of college students.
- Campus Ministry will continue with on campus counseling and opportunities for spiritual growth and knowledge through devotionals, bible studies, and mission trips and outreach.

Intramurals – FY 2015-2019 Strategic Plan

Review:

- Championship t-shirts are given to every team and individual who win a particular sport. This seems to be a reward that the students enjoy. We discontinued trying to find sponsors for the t-shirts – the intramural budget covers the cost.
- Facilities – The plan indicated the need to start planning to update and create new sports facilities. Due to money constraints, this is still a need.
- Tennis Courts – They were resurfaced, lights work, nets replaced
- Lighted Field – Due to money constraints, progress on a lighted field will be considered at a later date.
- Field House – Again, due to money constraints, progress on a second gym will be considered at a later date.

Intramurals – FY 2015-2019 Strategic Plan:

- A championship t-shirt will continue to be given as a reward for winning a team or individual event. This is something that seems to be well received by students. The students enjoy competing in sports against the faculty. Our faculty has a team in softball and volleyball. Individual faculty/staff members compete against student in chess, ping pong and tennis. Approximately 80% of dorm and 50% of commuters participate in various intramural activities.
- A second gym needs to be considered as student enrollment grows and other facilities have been built to satisfy a greater need (such as a dormitory facility).
- The sand volleyball court was taken by the construction of the Johnson Honor Housing. A new area needs to be considered for that activity.
- Tennis nets needs to be tightened periodically.
- Plans need to continue for the employment of a Director of Intramurals. During the 2013-14 year, intramurals was overseen by a committee of 5 people as the previous Director had left CRC employment and we were unable to secure another Director until Fall 2014.

Student Affairs – FY 2015-2019 Strategic Plan

Communication With Students:

One of the improvements in communication that Crowley's Ridge College has implemented in recent years is group texting. We are in our third year of using this tool to keep our students informed. Art Smith, dean of students, and Paul McFadden, campus minister, have all available student cell numbers programmed into their phones and can send out a group message to all students simultaneously. This tool has been used to report storm warnings so that the students can make their way to a place of safety on campus. These places of safety would include the lower floors of Wilson Hall and Winters Hall as well as the lower floor of the Larry Bills Administration Building. If school is in session, the lower floors of the Science Building and the Hillcrest Church of Christ (adjacent to our campus) could be used.

Group texting could also be used in the event that the lives or safety of our students were threatened. We would send out a group text if we received a report of an individual or individuals who intended to harm our students or if we knew that there was criminal on the loose in our area. Fortunately, we have not had to use our group texting for this purpose.

Group texting can also be used to make important announcements that may not have been made during our chapel service. We sometimes send out a group text reminding students to check their email for an important announcement.

Each CRC student has a CRC email account and is urged to check his or her messages on a regular basis. As noted above, students are reminded through texting to check their email. We have found that students are more apt to use texting than email.

Crowley's Ridge College has a Facebook account and communicates through this method.

We also place posters in strategic locations around campus to announce certain events and meetings.

Crowley's Ridge College has Chapel four days a week (Monday – Thursday). This is our school assembly, and announcements are made in each chapel service.

Student Center:

One of the most significant improvements that CRC has made in recent years is the construction of a student center that doubles as a lobby for the Carter Activities Center (gymnasium). The student center was completed in 2010 and dedicated on

April 30 of that same year. The center contains a big-screen TV, and a state-of-the-art ping pong table as well as a pool table. The student center also has a concession stand that is utilized during ball games. There are several dining tables where students can eat snacks or study. Since CRC has campus-wide Wi-Fi, students often take their laptops and I-Pads into the student center. Tentative plans include opening the concession stand for a few hours each day to provide snacks and drinks for the students.

Televisions:

In addition to the large-screen television in the student center, another large-screen TV is situated in the lobby of Wilson Hall. There is also a small TV room in the upper floor of Winters Hall.

Curfew:

In order to accommodate the needs of our dormitory students, we have extended our curfew hours. On Sunday through Thursday students must be in the dormitories by midnight. Previously the students were required to be in their residence halls by 11:00 p.m. On Friday and Saturday nights the hours were extended from midnight to 1:00 a.m. This is the second year that we have had the later curfew, and we have not had any major problems with the change.

Security Cameras & Outside Lighting:

In an effort to provide a safer environment on the campus of Crowley's Ridge College, we have installed a number of security cameras. The first one was installed in the Student Center in October 2010, and we now have additional cameras in all the dorms, administration building, cafeteria, Wilson Hall parking lot, and the softball/baseball complex area. We have also installed additional outside lighting throughout the campus.

Driving & Parking:

Driving and parking are always a great concern at CRC, and the school has added a couple of speed bumps in an effort to slow down the traffic. The parking lot near Winters Hall has been concreted, and this was a great improvement.

Housing:

Numerous renovations have been made to Wilson Hall and Winters Hall which have provided a more pleasing atmosphere for the students. New furniture has been purchased for the Wilson lobby, new flooring has been installed, bathrooms have been remodeled, painting has been done, and many other improvements.

To accommodate our growing student body, CRC recently constructed an apartment style honor housing unit which consists of two apartments that can house four students each as well as a married students apartment for a total capacity of 10 students.

Online Classes:

Crowley's Ridge College prefers for our students to attend an on campus class when it is possible, but during the past few years we have offered numerous online classes for off campus students and for campus students who are unable to enroll in certain campus classes. This has provided more flexibility in our class scheduling.

Resident Assistants:

Resident Assistants continue to be an important part of dormitory life at CRC. In the past RAs were chosen from among our second year students and occasionally from second semester freshmen. Second year students are still considered for the position of RA, but with the availability of juniors and seniors (since we have become a four-year institution), we prefer to choose our RAs from among the older students. We make that selection at the conclusion of the school year in late April or early May. The resident assistants are required to return to campus a few days before the other students so that they can receive instructions and training. A Resident Assistants Handbook is given to each RA so that he or she will know what is expected of an RA. We look for mature students who are willing to assist the dorm parents in maintaining discipline and making sure that the dorms are kept neat and clean. Occasionally an RA has had to be dismissed for not doing his or her job, but we have been pleased with most we have selected.

Discipline:

Discipline matters are the responsibility of all faculty members, but the Dean of Students has the specific responsibility of enforcement. The Student Handbook is the guide for student behavior while at CRC. At the beginning of the year, each student and teacher is provided with a copy of the current Handbook. This helps the students and teachers to understand the policies and regulations governing the students. During the faculty committee meetings at the conclusion of each school year, the Student Life Committee reviews the current handbook and makes necessary revisions. The handbook is printed shortly before school resumes in the fall. The student life committee reserves the right to make necessary changes during the year, but these changes have to be communicated to students and faculty. For example, the decision to extend curfew was made during the school year, before the next handbook was printed. The handbook clearly describes what is expected of

students and the consequences of breaking the rules. The handbook outlines what procedures should be followed should a student be disciplined.

Drug Free School, Campus Safety/Crime Awareness, Campus Security Program:

The Federal Law concerning the college campus is always a concern, and Crowley's Ridge College desires to comply with the law. CRC's basic goals as outlined in the catalog and student handbook express the desire to comply with the drugs, alcohol and guns regulations. CRC will continue to work with the local law enforcement agencies to ensure a safe and secure campus.

Counseling Services:

Professional counseling service is not available on campus. There are professional counselors in the Paragould area, and we have often referred our students to these counselors. The Southwest Church of Christ in Jonesboro (approximately 20 miles from CRC) has the Better Life Counseling Center, and we have advised students to use their service.

NEEDS FOR THE NEXT FIVE YEARS:

- Implement the needs expressed in the Information Services Strategic Plan
- Construct another Honor Housing Unit
- Make the concession stand available on a regular basis
- More Security Cameras
- Continue to make renovations to the dormitories
- Provide professional counseling on campus
- Establish a job placement office for our graduates

Food Services - FY 2015-2019 Strategic Plan

Review:

Students continue to voice considerable approval of the food services operations. Over the last number of years the equipment, hours of operation and services have all been upgraded and expanded in relation to student requests. A professional food services director was added to the staff beginning in August of 2013. A Sunday lunch program, open to the general public, was begun in 2013 and has been well received by the college constituency and has brought hundreds of visitors to campus. With the vision of the new food services director the food services operation has also expanded into limited catering and hosting of special community groups on campus.

FY 2015 – 2019 Strategic Plan:

1. Add and upgrade equipment as required for continued successful operation
2. Upgrade kitchen area with new ceiling tile and improved lighting
3. Upgrade dining area with new floor surface
4. Upgrade dining area with new ceiling tile
5. Continue surveying students with the student satisfaction survey and comment forms

Registrar - FY 2015-2019 Strategic Plan

Review: FY 2010-2014

Many changes and upgrades have been made to our Academic data base system over the last 10 years. The I.T. department is constantly searching for ways to simplify and increase the speed of our registration procedures. One example would be the availability of the class schedule now in a “drop-down box” form that expedites the process of registering a student while they are in registration lines. Another example of upgrades made is when a student is requesting a transcript to be sent to another college or university they can now go to our website and request and an email is sent to the Registrar. At that point CRC can send the transcript electronically to the other college or university.

Procedures for registering have had minor changes over the last few years. We continue to pre-register freshmen at “Freshmen Orientation” but it has now moved to the Thursday/Friday before registration week. Returning students who did not preregister at the end of the previous spring semester will register on the Monday/Tuesday of first week of school.

As Registrar, I go to the two high schools that are taking concurrent credit through us and register those students. If they are deficient on their ACT scores, I will administer the Asset Exam.

FY 2015 – 2019 Strategic Plan:

The planning topics for the Registrar’s office are on-going topics from semester to semester (advising, registration, grades, transcripts and assessment).

ADVISING:

Faculty members are asked each semester to serve the students in advisory roles. Advising begins at Freshmen Orientation. Orientation has changed somewhat since the latest planning cycle. Orientation was two weeks prior to the opening of school but now has moved to the Thursday/Friday of opening weekend. Other times of advising will be as classes begin in August, also at the pre-registration periods for the following semester and at the beginning of the spring semester.

It is important for advisors to be aware of course offerings and graduation requirement in order to advise students in an efficient manner. Those requirements are discussed at faculty meetings and are located in our catalog. As the transition has been made to a four-year college, it is very important to have knowledge of

requirements in the bachelor's degrees offered in Biblical Studies, Business Administration and Teacher Education.

REGISTRATION:

Registration continues from semester to semester. CRC continues to enroll students on its campus (resident, commuters as well as on-line students). Dual enrollment courses are offered at two local high schools (Crowley's Ridge Academy and Southland High School in Cardwell, MO). It is my hope to have a schedule of courses completed in a timely fashion to help students complete registration.

GRADES:

Grades are sent out each semester at the mid-term point and after final exams. In order to be sufficient in our promptness, deadlines must be met by faculty for reporting grades. The only cost involved is the postage for mailing of grades.

TRANSCRIPTS:

CRC continues to provide official and unofficial transcripts according to college policy and federal and state privacy disclosure laws. This is a valuable service as students transfer to other colleges. Even though we are now a four-year college we are limited on degree offerings at the present so some students complete the General Studies degree and transfer to other institutions. Transcripts can now be done electronically which increases the speed of providing this service to our student body. The Admissions Director has been instructed how to release transcripts to accommodate emergency transcript requests.

ASSESSMENT:

Asset exams are conducted during freshmen orientation and during registration of each semester. The scores are used in a dual fashion. First, they are used along with ACT scores to determine placement in to the proper courses of study. Secondly, they are used in some courses for assessment purposes. In mid-April the CAAP exams are given to sophomore students meeting the core requirements. The anticipated cost for Asset tests for an academic year is approximately \$1,200 while the CAAP tests are estimated around \$1,500.

Music Plan - FY 2015-2019 Strategic Plan

Review: FY 2010-2014

Ambassadors:

The main need listed in the 2005-09 Music Plan was the normal equipment replacement caused by wear and tear. This need has been eliminated because the Ambassadors no longer use electronic equipment in their performances.

The goal of singing with the Choralaires during all of their performances and also provide additional programs was accomplished. The Ambassadors have especially been active during the holiday seasons, performing for numerous retirement and nursing homes each year.

There has no problem in maintaining the ideal number in the Ambassadors group. In fact, a variety of combinations have been used (between four and six members). The challenge of finding a blend of male and female voices has not been a problem; there are also additional voices that could have been used each year.

Choralaires:

The primary need of the Choralaires group (new portable risers) was accomplished. Black folders have been purchased for the choral festivals. The Choralaires have started using black folders each year. New music has also been purchased for each of the festivals. The number of Choralaires has varied considerably, ranging from a dozen to twenty-five. It is only the smaller groups that present a problem in covering all of the parts. Growth has been steady, but not always consistent. The only item on the previous plan not purchased was a new music stand. This was only a minor problem, however, as most congregations were able to provide a stand.

Music FY 2015 – 2019 Strategic Plan:

During the next half-decade, the Choralaires plan to continue their Sunday and Wednesday night performances (about 25 per year), and to continue to attend the Christian College Choral Festival which is held every other year. The Choralaires have also made a yearly trip to the Gulf Coast (usually AL), and this trip should be continued as it gives the college some visibility in a distant area.

A standard of dress for both women and men has been adopted in the past few years (black dresses for women, black pants with a matching shirt and tie for men), and having worked well this standard should be continued.

One exciting new plan for the choral groups is the ability now to record professionally near the campus. In the next few years, the Choralaires and the Ambassadors should try to produce CDs, and sell these at their performances. Not only would this provide a new source of revenue for the music program, but would spread the news about CRC to many who might not hear about the school otherwise.

Student Financial Services - FY 2015-2019 Strategic Plan

Review:

The school catalog is the primary instrument for providing to the student, information on all financial resources. The catalog includes a complete list of federal, state, and institutional funds available to the student. It also includes information on how to apply for each of these funds. The CRC web site also provides the same information and includes valuable links to many financial resources such as Federal and State Department of ED web sites and scholarship search sites.

The office of Student Financial Services has the responsibility of helping students and their families develop a financial plan that will provide sufficient funds to meet the cost of attending Crowley's Ridge College. An award letter is used to list all of the student's expected resources. A worksheet is used to explain to the student their expected cost and how their resources will be used to meet their cost. The office of Student Financial Services will provide to the student any assistance they might need in the completion of financial aid applications. We also assist in tracking the status of the application process.

The office of Student Financial Services also has the responsibility of administering the federal and state financial aid programs. This includes maintaining student files and completing all reports necessary to be in compliance with the Federal and State Financial Aid programs.

The office of Student Financial Services provides to the business the amount of financial resources each student expects to receive. The office also provides updates on the status of student's expected resources.

The office of Student Financial Services initiates the payment of all federal, state, and institutional aid to the business office and tracks such aid for appropriate agencies.

Student Financial Services FY 2015-2019 Strategic Plan:

1. Relocate Office of Student Financial Services to accommodate assistant
2. Obtain appropriate assistant to train for promotion to Financial Aid Officer/Director of Student Financial Services

Business Office - FY 2015-2019 Strategic Plan

Review:

Former strategic plans have addressed the business office functions of accounts receivable, accounts payable, budget tracking, general ledger accounting, and payroll services. All are vital functions for the institution to operate financially responsible with integrity. Transparency, accountability and documentation, are key elements concerning the everyday operation and the institutional expectation of the operation of the business office. CRC's structure provides for a Business Office Manager who is charged with the management of accounts receivable and the depository functions of the institution while CRC has a separate individual directly responsible for the accounts payable function including documentation, preparation of vendor payments, and budget tracking. A third contracted individual provides general ledger accounting and payroll services. All functions are continually reviewed by an outside auditing firm. Following is the review of strategic plan topics since the writing of the previous plan and additional review data.

- The accounts receivable collection rate continues to average 95% or greater in any given year. The book reserve for doubtful student accounts is \$312,719 as of the audited 6-30-14 statement which is more than adequate to absorb any uncollectable account.
- The college accepts Credit Cards and ACH payments for student accounts, donations and any other function in which payments are made to the college.
- The college continues its practice of monthly accounts receivable statements to students and parents
- Data programs are constantly reviewed and updated to provide to enhance service, transparency, and communication with the student.
- Because of the large amount of payments and receipts to CRC by check, CRC, in connection with a local depository bank has been approved and operates a "Remote Deposit System" which has greatly enhanced the efficiency of the business office.

Business Office - FY 2015 – 2019 Strategic Plan:

- Continue current policies and procedures while examining effectiveness and possible enhanced services
- Continue policy of timely and appropriate vendor payments

- Continue Budget reports to budget managers on monthly basis
- Continue relationship with Lisa Stephens, & Co. CPA's to provide annual auditing services and preparation of the college's annual audit report with annual board approval.
- Set up system for students to review their student account electronically

Textbook Plan - FY 2015-2019 Strategic Plan

Review:

In the 2005 Strategic Plan, the plan document revealed that textbooks had been available at a local bookstore but that the decision had been made to begin a textbook rental program in the fall of 2005. This textbook rental program has proven to be a success in many regards. Here is how the system works: after a student makes his final registration for a particular semester and takes care of his financial arrangements in the business office, they have the appropriate documentation to go to CRC's Book Depot, located in the administration building, and check-out their books for the semester. The books are barcoded and easily checked out to the student. In order to take a final exam, at the end of the semester, the student must turn in his book at that time.

This program has been successful in these regards:

1. Students love the convenience – no ordering through on line services or going to a bookstore or in many cases more than one bookstore
2. Students love the cost effectiveness – for the first 9 years of the program CRC charged the students only \$225 per semester to rent textbooks regardless of the number of hours the student is taking. Students cannot buy textbooks for a semester through a commercial bookstore operation and then resell them at the end of the semester and not cost the student substantially more than \$225. Starting with the 2014-2015 academic year the textbook charge is scheduled to increase to \$300 which will still be a cost savings for the student.
3. Students love being able to know their cost for books in advance of a semester to appropriately budget and apply for correct levels of student financial aid. By CRC renting books the student actually is able to process financial aid more quickly at the beginning of a semester because the exact student budget amount for books is known.
4. Faculty love students renting books because there is no time lap between the student getting the book and having it available for the first day of a scheduled class. Often students who purchase books on line experience shipping delays and they may not get their book until the class has met for several days.
5. The textbook rental program has become a profit center for CRC with a net profit of \$337,113.74 over a 9 year period. See attached document)
6. When CRC began a textbook rental program no model could be found which led to additional planning to assure success. Many institutions are now engaging in rental programs. CRC was the pioneer in this area and has been

ask to advise other institutions who have begun rental programs and some who are exploring the possibility of text book rental programs.

7. The criteria for examination of using appropriate text for a class and content of the textbook has caused faculty to develop better justification strategy for movement from one text to another.

Textbook Plan - FY 2015-2019 Strategic Plan:

1. Continue providing quality textbooks for students as long as it benefits the student
2. Continue assessing student academic achievement in relation to the style of textbook and determine what is in the best interest of the student.
3. Continue to examine cost-benefit for the student
4. Expected student growth will result in the requirement of a larger depot

CRC Book Depot Financial Analysis

Expenditures:

Expenditures to Purchase Textbook Inventory during FY06	\$51,814.49
Expenditures to Upgrade, Replace and Produce Workbooks during FY07	\$5,839.87
Expenditures to Upgrade, Replace and Produce Workbooks during FY08	\$8,026.66
Expenditures to Upgrade, Replace and Produce Workbooks during FY09	\$17,249.63
Expenditures to Upgrade, Replace and Produce Workbooks during FY10	\$26,388.79
Expenditures to Upgrade, Replace and Produce Workbooks during FY11	\$27,082.82
Expenditures to Upgrade, Replace and Produce Workbooks during FY12	\$25,271.00
Expenditures to Upgrade, Replace and Produce Workbooks during FY13	\$18,928.00
Expenditures to Upgrade, Replace and Produce Workbooks during FY14	\$18,389.00

Total Expenditures to Date: \$198,990.26

Income:

05/06 School Year	\$27,458.00
06/07 School Year	\$40,995.00
07/08 School Year	\$54,323.00
08/09 School Year	\$63,811.00
09/10 School Year	\$63,363.00
10/11 School Year	\$69,501.00
11/12 School Year	\$77,059.00
12/13 School Year	\$70,928.00
13/14 School Year	\$68,666.00

Total Income to Date: \$536,104.00

Total Net Surplus (Profit) from Book Rental Program to Date: \$337,113.74

Intercollegiate Athletics - FY 2015-2019 Strategic Plan

Review: FY 2010-2014:

Athletics have played an integral part of both student enrollment and school spirit on our campus. At the present, CRC competes in men's basketball and baseball and women's basketball, volleyball and softball. Men's soccer was added 3 years ago but the program was dropped until the right personnel is in place that has the opportunity to recruit. Added for this academic year was junior varsity basketball.

A major move made since the last planning cycle was the jump to the National Christian College Athletic Association (NCCAA). This was a move that we could not make until becoming a four-year institution. Before the move to the NCCAA, CRC competed in the NJCAA and also the ACCA conferences.

Scholarships also were added to our athletic programs in the form of $\frac{1}{4}$ tuition.

Many things have been accomplished from former strategic plans.

- Additional bleachers and concession stand
- Score keeper's desk
- Padded sideline chairs
- Permanent sound system
- Dugouts on softball and baseball fields remodeled
- Completion of softball field

Intercollegiate Athletics - FY 2015-2019 Strategic Plan:

The planning topics for athletics center around the sports of baseball and varsity basketball as well as Junior Varsity basketball for the men and women's volleyball, basketball and softball.

BASKETBALL (men and women):

Our basketball programs continue to have the goal of recruiting 15 young men and women who fit the mission of CRC and who would be good representatives of the college. The move was made from the ACCA to the NCCAA in all of our sports. CRC competes in the Central Region. The men and women both play 30 game schedules with some games against NCAA Division I opponents. Gym renovation on

the Southeast corner of the gym where 2 dressing rooms were built underneath additional bleacher seating. The goal is to match the other corner (NE) with same dressing room space and more seating. CRC has plans to host the Central Region basketball tournament for both men and women in spring of 2015 (approximate cost is \$7,500)

- The Junior Varsity men's basketball team will compete in its' first season this year. The goal was to recruit 12 additional student athletes.
- A new coach was hired (Tyler Parker) to recruit and coach the JV program as well as assist the Varsity program.

BASEBALL (men):

Baseball now recruits a minimum of 32 student athletes (that fit the mission) which is up from the 20 athletes from the latest strategic plan to compete in the NCCAA Division I. As far as scheduling, our program schedules 48 games for the spring season and 2 Saturday dates for the fall so as to not miss any classes in the fall. One long range plan is to redo the infield to make it drain better (approx. cost is \$7,500). Dugouts were remodeled this past summer.

VOLLEYBALL (women):

The volleyball program has the goal of recruiting 12 student athletes (fitting CRC's mission) to compete in the Central Region of the NCCAA. The same improvements and goals for the basketball facility benefit the volleyball program as well. One additional goal is a Spike Trainer (approx. cost is \$3,000).

SOFTBALL (women):

Softball will begin its 11th year at CRC with a recruiting goal of 20 student athletes (mission fitting). The Lady Pioneers compete in the NCCAA as well. The softball field has been completed with a wireless scoreboard.

SOCCER (men):

Soccer is still in the plans of CRC when the right combination of personnel becomes available.