

# **Approved Strategic Plan 2012-2015**

## **The Strategic Plan for CFOT**

Attached is the draft of our new Strategic Plan for 2012-2015. It is one of the guiding documents to be used in campus decision-making and resource allocation. This version is built on its predecessor, the 2009-2012 Strategic Plan; both plans were developed with a broad and representative spectrum of the CFOT at Crestmont community that included Crestmont Council members, faculty, cadets, staff, and employees. The Territorial Headquarters staff was also represented in this process. The Strategic Goals Walk-Through brought together many varied perspectives about the college and promoted awareness and review of the goals, development of new goals, ranking of goals, and actual proposed assignment of resources in the immediate future.

Several suggestions came from the College's Councils including the Executive Council and the Strategic Planning Committee. Faculty and staff had opportunities in several faculty/development forums throughout the year to give input. The work was synthesized, sorted, analyzed, modified and coalesced into a working draft. The Plan was then circulated to all campus constituents, including faculty and staff and the members of the Crestmont Council for their review and input. The Executive Council approved the working draft in late April and it was circulated for comment at that same time. The Crestmont Council approved the plan in their late May meeting.

## **College Vision**

The College for Officer Training will produce officers who know God, know themselves and know their mission.

## **College Mission**

The purpose of the College for Officer Training is to develop man and women, in knowledge, capabilities, spirit and character who will be able to sustain and advance the mission of The Salvation Army in the salvation of the world.

## **Academic Excellence Commitment**

The College's mission, curriculum, instruction and student assessments are aligned and implemented in ways that reflect current knowledge about the learning process and the preparation cadets need for officership in The Salvation Army Western Territory. To be considered excellent, these four elements are integrated with field training experiences and a pervasive commitment to spiritual formation and officer development. This is to develop in our cadets conceptual understanding and ministerial skills that cadets will be able to utilize when faced with new situations and challenges in their appointments wherever located.

## **Core Values**

- Love for God who loved us first
- Compassion and respect for others throughout the world
- Faithfulness to god and man
- Commitment to proclaiming Salvation and Holiness
- Integrity of character and deed
- Servant ministry to others including the poor and disenfranchised
- Kindness and humility
- Stewardship of resources

These are the core values we sue every day in all we do. These are constants and consistency markers in our ever-changing world. These are the values and Wesleyan theological principles we choose to use as benchmarks, guides and essential tenets.

## **Institutional Student Learning Outcomes**

The College for Officer Training has as an overriding goal the “supreme aim of developing Blood and Fire spirit that will enable cadets to advance the purposes of The Salvation Army”. To that end the College has adopted the following seven institutional student learning outcomes and a concurrent set of four institutional support goals that undergird the desired learning outcomes. In addition, the College promotes the need for continuous learning and has an extensive network of professional development opportunities as evidence of its commitment to lifelong learning.

### **1. Academic Excellence, Critical Thinking and Problem Solving**

Officers who can access and use data, information and experience to make informed decisions and successfully fulfill the multiple responsibilities inherent in officership in The Salvation Army.

### **2. Spiritual Vitality and Maturity**

Mature followers of Christ whose faith and spiritual vitality impact their own lives, values and ministry to others.

### **3. Servant Leadership**

Visionary servant leaders who facilitate the holistic (pastoral, administrative, evangelical and social service) aims of The Salvation Army.

### **4. Global Officer Perspective – Multicultural Understanding**

Officers who possess the passion, skills and talents to serve effectively in diverse cultures, promoting a Biblical worldview.

### **5. Pastoral Skills and Service to Others**

Officers with the ministry, preaching, counseling and administrative skills to attract and retain corps members and to engage their respective communities in beneficial ways.

### **6. Communication and Interpersonal Skills**

Dynamic communicators of the Gospel who can develop and deliver the Army’s mission to varying groups in written, spoken, visual and musical mediums; officers who can relate and work effectively with others in all settings.

### **7. Health, Wellness and Self-Care**

Officers whose commitment to wellness and self-care promote a healthy lifestyle and officer-ship.

## **Institutional Campus Support Goals**

### **1. Vital Christian Environment built upon Wesleyan Holiness Principles**

The College for Officer Training provides a pervasive Christian environment that fosters the integration of academic and cadet life programs as well as experiential field training.

## **2. High Quality Integrated Spiritual Development, Learning and Living Programs**

Consistent with the College's mission and purpose, it promotes academic excellence and spiritual maturity by offering high quality programs and services.

## **3. Mission-driven Classroom and Field Training Experiences**

The College has a mission congruent with the international mission of The Salvation Army and undergirded by a formal Academic Excellence Commitment and Campus Core Values. The mission is evident in all aspects of the college and a particular focus in classrooms and field training programs.

### **Purpose and Monitoring of the Plan**

The plan promotes goals that represent a balance between short-term and long-term strategies of the college. The goals support the mission and vision of the college as well as its institutional student learning outcomes and its need to strengthen institutional effectiveness over the next three years – a continuing commitment. Progress on the objectives contained in the plan results in an annual report of progress based on an annual review by the Strategic Planning Committee and the members of the Executive Council.

The plan serves as a core document for allocation of resources and funds. High priority is placed on funding those projects most important to the strategic goals of the college. The Executive Council of the College and the Finance Committee of the Crestmont Council approve and monitor the integration of the Plan with the budget. The Council also selects annual strategic goals for monitoring and review purposes.

### **Strategic Goal Areas**

The goals areas are (1.) Educational and Field Training Formation, (2.) Co-Curricular Programs and Professional Development (3.) Long Range Planning and Institutional Effectiveness, (4.) Financial Strength/ Business Structure and (5) Leadership and Governance.

### **Proposed Strategic Goals 2012-2015**

#### **Goal #1: Educational and Field Training Formation**

Academic Excellence Objectives:

1. Further link the curriculum and co-curriculum to the world beyond Crestmont, ensuring that cadets gain global and transformational skills; enroll additional international cadets in response to the global needs of the Salvation Army and create such opportunities for our own cadets.
2. Continue to assess "classroom technology needs" of cadets and staff and continue to implement our Technology Plan and related training activities.
3. Address continuously the variable preparations and language development progress of entering cadets to ensure cadets get support needed to succeed.

4. Further improve the writing and communication skills of cadets to ensure they possess written and homiletics skills to succeed as officers.
5. Strengthen the basic non-credit pre-training program and include additional elective skill-related and ministry-related modules.
6. Monitor the Distance Education Certificate for Commissioning Certificate Program enrollment and the effectiveness of the program.
7. Add to the curriculum courses and field training experiences in TSA recovery ministries.
8. Enhance clarity of major academic curricular tracks and related elective courses.
9. Enhance training, professional development and retention of our effective instructors to promote continuity.

Library Resources:

10. Partner with regional libraries to expand access to inter-library loan and collection networking that address the college's responsibilities in areas such as grant-writing, fund-raising, best practices, etc.
11. Digitize selected high interest archival materials for future use and retrieval.

Field Training Objectives:

12. Further integrate the Field Training Program with the academic curriculum to ensure we are properly training, equipping and preparing cadets for active engagement in the field.
13. Continue to promote and evaluate field training recommendations from the field and determine how we can improve the process of working together to promote field training effectiveness.

**Goal # 2: Co-Curricular Programs and Professional Development**

14. Develop an effective means for assessing progress in meeting the individual cadet's spiritual formation, leadership development, wellness and officer readiness needs and for insuring an on-going commitment to these areas throughout their careers.
15. Expand the collective understanding among faculty, staff and cadets of the cadet life needs and the levels of cadet satisfaction with their student life experiences.
16. Identify training gaps faced by faculty, staff, employees and cadets and develop more comprehensive, tailored and effective programs in these areas.
17. To provide cadets, officers and staff with training, practical experience and certification that will enhance their knowledge of and hands-on applications of The Salvation Army's Emergency Disaster Services management systems to prepare for, and to respond to, natural and man-made disasters.

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

18. Publicize goals planning progress on a continuous basis and collect input on revised and new goals more regularly.
19. Support a dialogue long-term consensus regarding faculty staffing, residential facilities and classroom plans in concert with enrollment projections and enrollment capacity.
20. Continue to strengthen the linkage between student learning outcomes and curricular enhancement.

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

Business Systems Development and Communication

21. Continue to strengthen the monthly system for communicating financial information and important campus financial projections while simultaneously educating budget managers and the Crestmont Council regarding their fiduciary duties.
22. Strengthen our forecasting function to support the strategic planning and resource allocation process.

#### Financial Aid Objective

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

#### Facilities Planning

24. Review the existing Facilities Campus Plan and make needed revisions as well as consider immediate and longer term facilities needs.

#### Plant/Technology Needs

25. Find solutions to the need for additional cadet housing, the conflicting need for added conference housing and classroom space.
26. Continue to strengthen the campus technology plan in concert with the Information Technology Department at THQ and the recently modified campus liaison arrangement.

#### Human Resources

27. Increase the effectiveness of the Employee Development Program by assessing and developing new and varied approaches that address and meet the needs of a diverse workforce.

#### **Goal #5: Leadership and Governance**

28. Analyze and understand the functional delineation map of the college and THQ and insure the delineated functions are delivered effectively.
29. Continue our emphasis on mission, core values, our commitment to academic excellence and our academic program commitments by sharing our progress and addressing our needs with constituents, including the Crestmont Council.
30. Create a 3-6 year vision for the College that is mission-congruent and timely, informing the goal setting, planning and resource allocation process.
31. Focus as a Council on the macro-organization and how our college resources are allocated and their use on the campus.
32. Continue to recruit and retain outstanding candidates and members to the Crestmont Council.