

SATTLER COLLEGE
2024-2029 STRATEGIC PLAN



Sattler College Class of 2024



Students meet each week in Journey Groups as the heartbeat of our relational discipleship efforts.

“Light the world through relational discipleship and academic excellence”

Approved by the Board of Trustees on November 19, 2024.

Strategic Plan 2024-2029

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History

Sattler College holds a distinctive place in the higher education landscape, blending academic excellence with relational Christian discipleship. Founded on the principles of the historic Christian faith, Sattler has built its reputation on a commitment to rigorous intellectual inquiry and a sincere dedication to living out the teachings of Jesus.

Founded in 2016, Sattler College was established with a vision to provide an intellectually robust education deeply rooted in Christian conviction. Named after Michael and Margaretha Sattler, 16th-century radical reformation martyrs known for their uncompromising faith and dedication to biblical teachings, the College seeks to enable students to live out Jesus' greatest commandment as we provide an education that instructs the mind, discipleship that shapes the soul, and inspiration that inflames the heart. From its inception, Sattler has committed itself to maintaining high academic standards, promoting Christian discipleship, and encouraging students to think critically and to embrace a life of service.

Mission, Vision, Guiding Scripture, Guiding Principles, and Guiding Values

Mission - Flowing from the Greatest Commandment, our mission is to provide an education that instructs the mind, discipleship that shapes the soul, and inspiration that inflames the heart.

Vision - Our vision is to light the world through relational discipleship and academic excellence. We strive to embody, empower, and nurture intentional Christian communities and individuals who are dedicated to serving Christ, the Church, and the world.

Guiding Scripture - Our community heartily and continuously declares, "For God has not given us a spirit of cowardice, but of power and of love and of a sound mind." (2 Timothy 1:7).

Guiding Principles (3 C's)

1. **Christian Discipleship:** We nurture godly character and Christ-centered habits of heart and mind through authentic, relational discipleship, shaping students into the image of Christ.
2. **Core Curriculum:** Our extensive core curriculum, including biblical Greek and Hebrew, grounds students in biblical truth and critical thinking across all majors.
3. **Cost:** To ensure financial accessibility, we offer Entrustment: a fully-funded tuition model for accepted students, who in return commit to kingdom service and express their gratitude through financial stewardship.

Guiding Values (Sattler Crest) - Sattler College diplomas and certificates are embossed with the Sattler Crest, representing our guiding values, mostly inspired from the Sermon on the Mount (Matthew 5-7). The crest includes:

- The City and the Crown: Reflecting the city on a hill from Matthew 5:14, symbolizing Jesus' coronation, calling, and commissioning. Sattler College was established in the heart of Boston to give students the opportunity to study in a location that is steeped in academics, history, spiritual revival, and constant opportunities. Sattler is dedicated to urban environments that enable robust engagement with society.
- The Olive Branch: Representing the beatitudes from Matthew 5:2-11 and the historical symbol of peace from Genesis. Sattler College is dedicated to Jesus' teaching to be peacemakers.
- The Shield: Representing the shield of faith (Ephesians 6:16). Sattler College is dedicated to strengthening our community's faith.
- The Open Book: Signifying the Word of God as the foundation of truth. Sattler College is dedicated to uphold truth and has the utmost esteem of the scriptures.
- Greek Words: From our guiding scripture, reading power, love, and a sound mind (or discipline). Sattler is dedicated to the study of biblical languages.



Statement of Faith

Sattler College provides an education that is grounded in the historic Christian faith. This encompasses the traditional beliefs of the church with respect to doctrine and practice. While the College has no specific denominational affiliation, the beliefs upon which it is established

correspond most closely with the persecuted, suffering churches of history, such as the ante-Nicene church, the Waldensians, the Wycliffites, and the Anabaptists.

With respect to doctrine, the College affirms the traditional tenets of the Christian faith including the Trinity, Jesus' bodily resurrection, salvation through Christ, the infallible nature of the Scriptures, and the final judgment (Matthew 28:19; John 11:25; 20:24-21:14; Acts 4:12; Romans 10:9; 1 Corinthians 15; 2 Corinthians 5:10; Hebrews 9:27; 2 Timothy 3:16). Thus, the College affirms agreement with the historic creeds of the church such as the Apostles' Creed and the Nicene Creed.

With respect to practice:

1. The College affirms that love and obedience to Jesus' commands are the true hallmarks of the Christian faith (Matthew 7:15-20; Luke 6:46; John 13:34-35; 1 John 2:3). The College affirms that obedience to Christ is organically and necessarily connected to faith in Christ (John 14:15, 14:23, 15:10; James 1:22-25; Romans 6:17)

2. The College reads the Scriptures in a Christocentric fashion, placing stress on Jesus' teachings and example, most notably the Sermon on the Mount (Matthew 5-7) and his death on the cross. With respect to the Sermon on the Mount, the College affirms Jesus' positive injunctions to guard our hearts (Matthew 5:3-30) and love our enemies. The College affirms His prohibition of oaths (Matthew 5:33-37) and His prohibition against accumulating treasures on earth (Matthew 6:19-21).

3. The College affirms Jesus' commands of Christian peacemaking and nonresistance (Matthew 5:33-48), which includes the teaching that Christians are not permitted to kill or serve in war. Instead the Christian mandate to love our enemies without prejudice, to pray for the safety of all people (1 Timothy 2:1-4), and sacrificially serve those afflicted by war and injustice.

4. The College affirms that the church is intended to be an intentional body of those who follow Jesus, not a mixed group containing those who disbelieve or reject Jesus' teachings (Matthew 18:15-18; 1 Corinthians 5; Ephesians 5:11). The College also affirms that the church must remain free from the influence of the state.

5. The College affirms that baptism is only for those who repent and believe; this naturally implies a rejection of infant baptism (Matthew 28:19-20; Mark: 16:16; Acts 2:38, 22:16; 1 Peter 3:21; Colossians 2:12).

6. The College affirms that remarriage after divorce is biblically prohibited while the

former spouse lives (Matthew 5:31-32; Mark 10:11-12; Luke 16:18; Romans 7:2-3).

7. The College affirms separation from the world in matters that Scripture commands such as worldview, dress, and entertainment (Psalm 101:3; Romans 12:1-2; 1 Corinthians 11:1-16; 2 Corinthians 6:14-18; Philippians 4:8; 1 Timothy 2:8-10).

8. The College recognizes the historic pattern of: a) drift of Christian institutions and churches away from the simplicity of Scripture; and b) the tendency to marginalize demanding teachings as if they were culturally transient. Because Sattler College seeks to uphold the faith that was once and for all delivered to the saints (Jude 3), the College is committed to learning from history in order to uphold and practice the original, apostolic faith.

Institutional Objectives, Goals, and Priorities

The institutional objectives adopted in the 2020-2025 Strategic Plan included:

- Deliver high quality academic programs
- Demonstrate academic excellence by retaining accreditation and exceeding accreditation standards.
- Provide excellent opportunities for Christian companionship that supports students in their commitment to their local church and fosters spiritual growth, evangelism, and service
- Recruit, enroll, and support highly qualified, discipleship minded students who share an interest in the historic Christian faith
- Provide sound financial stewardship and a strong organizational structure to ensure that the college can fulfill its mission

The key elements of the strategic plan fall into several groupings and are related to the previous objectives, reflecting the holistic approach Sattler takes toward Christian education and discipleship. These include:

1. **Academic Excellence:** Continue to strengthen the academic programs by expanding course offerings, recruiting highly qualified faculty, and fostering an environment that encourages critical thinking, creativity, and intellectual growth, all within a Christian framework. We will continue to demonstrate accreditation by complying with all accreditation standards of our accreditor(s).
2. **Student Life and Discipleship:** Enhance the spiritual and community life of the College by intentionally iterating an eight semester discipleship framework while refining opportunities for student engagement, mentorship, and service. This includes building

strong relationships with local churches and mission organizations, as well as providing resources for students' personal and spiritual development.

3. **Institutional Sustainability:** Ensure the long-term financial health of the College by diversifying revenue streams, increasing enrollment, and cultivating strong partnerships with donors and supporters who share Sattler's vision.
4. **External Engagement and Outreach:** Strengthen Sattler's relationships with the region and the nation by increasing outreach efforts, hosting events that align with the College's mission, and fostering partnerships that enhance both the College and the community, region, and nation it serves.
5. **Governance and Leadership:** Equip the Board of Trustees and senior leadership with the tools and resources necessary to guide the College effectively through future challenges. This includes refining governance structures, ensuring transparent decision-making processes, and enhancing communication between the Board, administration, and faculty.

The strategic plan is a working document interrelated to the operations, sustainability, success of students, discipleship, and vitality of the college. The implementation process will include a yearly cycle of evaluation for effectiveness. The 2024-2029 Strategic Plan sets the course of action allowing the College to sustainably execute its mission.

Institutional Learning Outcomes

Graduates of Sattler College will be equipped to:

1. Demonstrate a comprehensive understanding of the biblical, historic Christian faith.
2. Solve problems with critical and biblical thinking.
3. Construct effective written and oral presentations.
4. Assess empirical claims and data with scientific, quantitative, qualitative, and historical analysis.
5. Develop innovative solutions that address today's most pressing challenges.
6. Demonstrate faithful Christian discipleship.

The Strategic Planning Process

Sattler College has recently completed a renewal of its strategic plan as part of its commitment to continuous improvement, strengthening capacity, and advancing its mission. Building on the College's founding principles and prior planning efforts, this strategic plan is designed to equip Sattler to meet the challenges of today's Christian educational landscape while remaining true to

its core values. It reflects a unified effort from stakeholders including faculty, staff, administration, students, and the Board of Trustees, who have come together to guide the College's direction for the next five years.

Sattler's initial strategic planning efforts were shaped by this mission, focusing on laying a solid institutional foundation in terms of academic programs, faculty recruitment, and student life. This early planning included setting goals for enrollment growth, building partnerships with local churches and communities, and developing resources that supported students' spiritual and academic formation. These foundational efforts ensured that Sattler remained grounded in its mission, even as it grew and evolved in its early years.

The leadership recognized the need for a more comprehensive strategic approach that would address both internal challenges, external opportunities, and the requirements to acquire and maintain accreditation. The previous strategic plan helped guide the College through its formative years. Still, new dynamics in higher education and the changing landscape of Christian ministry prompted the need for an updated and more comprehensive strategic framework, as follows.

Internal Focus and Analysis

The 2024-2029 Strategic Planning process began with the internal and external environmental scan. The engagement of the Sattler's Community was aimed at capturing insights from within the Sattler College community. Multiple data sources were utilized, including:

1. Strategic Planning Staff Opinionnaire Assessment

An anonymous online survey was distributed to all staff with the following questions:

1. What is your understanding of the mission of Sattler College?
2. How, if at all, should the mission change?
3. What are the most important objectives for Sattler College to achieve in the coming years?
4. What hurdles might limit Sattler's ability to achieve these objectives?
5. What factors may enhance Sattler's ability to achieve these objectives?

Summary of Findings:

- **Mission:** Focuses on equipping young people for church and Kingdom work through education that nurtures critical thinking, engages the mind, and shapes the soul.
- **Key Improvements:** Enhance mission clarity, align leadership with Kingdom values, and address theological issues.
- **Objectives:** Increase enrollment, build institutional stability, and improve visibility.

- **Challenges:** Leadership transition, trust and transparency, and strategic planning gaps.
- **Solutions:** Leverage faculty expertise, embrace diversity and communicate the college's vision.
- **Critical Factor:** Committing to an actionable mission understood and communicated to all.

2. Strategic Planning SWOT Review¹

The review included an inventory of the previous SWOT Analysis to identify what findings were still relevant to the new planning effort. The original SWOT was distributed to administration, faculty, and staff to gather feedback on key findings to help inform the new plan.

Summary of Relevant Findings:

- **Strengths:** Strong discipleship focus, mission alignment, quality students, transformative student experiences.
- **Opportunities:** Expand auxiliary income, introduce new pathways, form partnerships with Christian high schools and international universities, and host conferences.
- **Weaknesses:** Marketing challenges, limited donor base, space constraints, internal communication issues.
- **Threats:** High living costs, competition, economic instability, and sustainability concerns.

3. Work Culture Analysis

Sattler contracted with the Best Christian Workplace organization for a staff survey.

Summary of Workplace Survey²:

- **Participation:** 82% engagement, overall score of 4.48/5 (100th percentile among peers).
- **Strengths:** High employee satisfaction, strong mission alignment, compassionate leadership, teamwork, and skill development opportunities.
- **Areas for Improvement:** Retirement plans, clarity of goals, feedback frequency, team effectiveness, leadership support, and goal achievement.
- **Opportunities:** Addressing weaknesses to improve work culture and engagement.

¹ [Sattler Staff Updated SWOT Analysis - Summary Report May 2024](#)

² [2024 Abbreviated Engagement Survey Report - Sattler College](#)

External Focus/Analysis

The strategic planning process also included capturing information relevant to the College's external environment, including factors impacting Christian education in New England and the real estate market in Boston.

1. External Market Report on Trends in Christian Colleges in New England³

- **Demographic Shifts:** Declining birth rates and a shrinking pool of college-aged students.
- **Economic Challenges:** Rising tuition costs, strained family finances, competitive financial aid landscape.
- **Cultural Shifts:** Increased secularization, diversity expectations, and preserving religious identity.
- **Opportunities & Challenges:** Expanding access to our programming, technological advancements, and evolving government regulations.
- **Strategic Focus:** Innovation and planning are critical for long-term viability.
- **Enrollment growth:** The CCCU Enrollment Trends Report – Spring 2024⁴, indicates that growth is still possible despite other closures.
- **Closures:** Multiple Christian colleges have announced closure in the last two years⁵

2. Boston Policy Institute - 2024 Boston Office Space Fiscal Fallout⁶

- **Issue:** Declining commercial real estate values due to remote and hybrid work.
- **Financial Impact:** Projected \$1.2–\$1.5 billion revenue shortfall over five years, leading to potential cuts in public services.
- **Revenue Decline:** Long-term tax revenue losses of \$400–\$500 million annually starting in 2029.
- **Potential Solutions:** Raising residential property taxes, exploring new revenue streams (congestion charges, local sales taxes).
- **Consequences:** Risk of an "urban doom loop" if services decline and property values fall further.

Summary

The compiled responses to the internal and external dimensions of the analysis provided valuable input, shaping the direction of the new strategic plan. It became evident that while the College's mission remains strong and relevant, refinement is needed to address practical challenges related

³ [Internal Summary on Macro Trends Impacting the Success of Christian College in New England](#)

⁴ [CCCU Enrollment Trends Report – Spring 2024](#)

⁵ [Christianity Today. \(2024, August\). More Christian colleges will close. Can they finish well?](#)

⁶ [The Fiscal Fallout of Boston's Empty Offices, Boston Policy Institute](#)

to sustaining growth, enhancing academic and student life offerings, and engaging with external partners, including the Board, donors, and church communities.

The input was categorized into two dimensions:

1. **Internal Responsibilities:** Operations, student discipleship, enrollment, faculty, IT, human resources, facilities, and governance.
2. **External Responsibilities:** Marketing, community relations, and resource development.

The strategic plan aims to create a balanced and forward-looking framework, preparing Sattler for long-term success. Staff and Board members developed specific, measurable, and time-bound objectives aligned with the College's mission, addressing current challenges and future opportunities.

Implementation and Ongoing Evaluation

Once the strategic plan is adopted by the Board, Sattler will embark on an implementation phase that will involve careful allocation of resources, assignment of responsibilities, and ongoing evaluation of progress. A detailed roadmap will guide this process, outlining the steps to accomplish each objective, and providing clear deadlines for achieving key milestones.

The strategic plan is not intended to be a rigid document. The planning process has been designed as a dynamic, iterative endeavor that allows for regular evaluations and adjustments as needed. Sattler recognizes that the higher education landscape is constantly changing, and the College must remain flexible and responsive to new opportunities and challenges. Regular reviews of the plan's objectives and outcomes will ensure that it remains relevant and aligned with the College's mission.

Sattler College's strategic planning journey is ultimately about living out its mission—providing a Christian education that instructs the mind, discipleship that shapes the soul, and inspiration that inflames the heart. Through this comprehensive and collaborative process, Sattler is preparing itself to survive in a challenging educational environment and thrive and lead by example.

By engaging both the staff and the Board of Trustees in meaningful ways, the strategic plan fosters a sense of ownership and commitment across the entire institution. Sattler is not just planning for the future, but actively building it with a clear vision rooted in faith and a deep dedication to the values that have shaped the College from its earliest days. This journey reflects Sattler's steadfast commitment to excellence in education and Christian discipleship and positions the College to continue advancing its mission for many years to come.



Fall 2024 New Student Retreat

Goals and Objectives by Department and Roles

Faculty Development (Staffing Courses/Hiring), Course Catalog, Program Coordination, Core Curriculum						
Goal Area	Objective	Timeline	Owner	Budget (\$ or hrs.)	Notes	Met?
Hold Original Vision of High Academic Standards	<ul style="list-style-type: none"> - Strengthen the Core in the Sciences - Transition from IWU - Develop “iconic” courses with dependable/long-term faculty who have polished the pace and content over the years 	Fall 2025	Academic Dean and Faculty	Net +		
Meet Regional Accreditors’ Academic Standards		After ABHE accreditation	Accreditation Officer and Faculty	Neutral		
Tailor major programs better to the common professional aspirations of prospective students (if necessary, explore and add pathways that are attractive to prospective students)	<ul style="list-style-type: none"> - Instead of an Ed. Major, develop teacher-training opportunities that supplement academic majors - Advertise better the merits of intensive interaction with a few faculty members as a strength for spiritual formation/ mentorship (Oxford/early Harvard model) 	Spring 2025	Academic Dean and Faculty	For any new major: cost of salary/benefits for a program coordinator with terminal degree in the major field		
Improve facilities for sciences	<ul style="list-style-type: none"> - Explore renting BIO lab space 	Fall 2026	Dir. of Operations working with BIO faculty		Operations in coordination BIO faculty.	
Hire and Retain Highly- Trained Faculty	<ul style="list-style-type: none"> - Improve recruitment channels for open positions - Hire more faculty so that they have specialized knowledge for their courses - Encourage opportunities for faculty to present research broadly/ contribute to wider world of Christian higher ed to build college reputation among scholars 	Ongoing	Program Coordinators and Academic Dean	<ul style="list-style-type: none"> - Faculty salary/benefits - Conference/ travel costs for networking 		

Recruit more academically prepared students	- Prepare Admissions/ Student Services staff better to speak of the strengths/opportunities of existing programs to prospective students	Ongoing	Program Coordinators working with Admissions and Student Services staff	Net +		
Strengthen job placement for graduates (and advertise our success more broadly)	- Develop stronger channels from majors to employers, e.g. through internships and employer-linked academic/credit-bearing programs (“bi- vocational” concepts of programs)	Fall 2025	Program Coordinators and (future) Advancement/ Development staff	Net +		
Facilities, Events, Hospitality, Finance, Operations, IT, Human Resources						
Sustainable Living Arrangements	Establish unsubsidized by Sattler, sustainable, long-term living arrangements for the student body that support our mission by the Fall Semester of 2026. -incorporate some faculty and staff housing options as a bridge to moving into Boston	Q3 2026	Director of Operations	200 Hours (\$1000 per student)	Operations is on it. Could we solidify plans on buying a 5-12 unit apartment complex for students, faculty, and staff? If we had 2 or 3 full-time staff or faculty living in this apartment complex, we could market it as one of the best reasons to work at Sattler. Potential faculty/staff members would be excited about working at Sattler and living in this apartment for a season while they find their own house (or they could decide to move there indefinitely).	
Permanent Campus	Have a permanent campus to fulfill the mission by 2028 for under \$1,000,000 per year.	Q3 2028	Director of Operations	200 Hours	Operations is coordinating with brokers and partners.	
Financial Model and Stability	- Develop a five-year financial model that supports entrustment and includes a profit margin of at least 2% net asset annually - Create greater financial and institutional stability by addressing the length of contracts	Q4 2024 Q4 2024	CFO/Senior Accountant	75 Hours -Create greater financial and institutional stability by addressing the length of contracts		

Financial Systems and Endowment	Develop and maintain financial systems to build the endowment fund and secure long-term financial stability and growth. -Diversify financial sources and raise \$100,000 FY2025 -Launch and increase endowment -Launch entrustment giving back campaign	Q2 2025	CFO/Senior Accountant	\$2,000		
Employee Performance and Satisfaction	Enhance the performance review process to ensure it is comprehensive, transparent, and development-focused, aiming to maintain and increase employee satisfaction	Q1 2025	CFO/ Chief Administrative Officer/ President			
Financial Accountability	Join the Evangelical Council for Financial Accountability or similar institutions of accountability and training to achieve financial excellence.	Q4 2025	CFO/Senior Accountant	40 Hour		
Classroom Technology	Standardize classroom technology across all rooms to create a low-friction, easy-to-use learning environment.	Q4 2025	IT	\$8,000		
Employee Retirement Plans	Research and establish tax-advantaged retirement plan options for employees.	Q1 2025	CFO/Senior Accountant	30 Hours		
Academic Administration						
Achieve reaffirmation with TRACS and dual accreditation with ABHE	Successful Accreditation	Fast fast-tracking date is 2026 Regular tracking is 5 years	CAO	Salary - consulting, IE, accreditation cost), travel, training, systems improvements, site visits, misc.	We will be advised that fast tracking is too much. Consultant says advisable to pursue with our limited resources and parallel work for TRACS.	
Join a lobbying group, like AICUM, to help coordinate with MA DHE	help us in dealing with MA DHE	2025	Cabinet	Group Cost	we need assistance with helping the state to see our non-traditional funding model is viable	
Develop Summer Language Institute	Increasing enrollment by offering intensives in biblical languages	Initial '25 Ongoing	BRS Program Coordinator	Net +	Offers many "feeder opportunities", potential for continuing education and for curriculum	

Research and Develop Education Pathway	Create a marketable track through the institution for students who want to be teachers	Ongoing	Academic Dean and CAO	TBD	Many graduates of liberal arts institutions participate in EPPs. We can fill that need	
Develop an internal institutional effectiveness initiative	supporting accreditation efforts through evidence of continuous improvement and streamlined reporting	2025	Chief Administrative Officer		Can help us with data driven decision making, continuous improvement documented in year end reporting based on closing the loop.	
Explore Center for Excellence in Learning & Teaching (CETL)	In additional to annual funds, research new initiatives to improve student outcomes	2028	Academics	Salaries		
Refine hiring and retention opportunities	Institutional growth to support		HRC	TBD	Grant person, CETL director, have a repository of position needs - always being updated - so that we can creatively mix for the best FT hires	
Admissions and Marketing Objectives						
Marketing, Recruitment and Enrollment	Clearly define recruitment targets and create tailored and comprehensive marketing and admissions plans to drive action	Ongoing	President, Board of Directors, Admissions	None	Recommended recruitment targets: - Cohort comprised of the following groups divided into thirds: Anabaptists, "Kingdom" Christians, and "Radical" Evangelicals - Class breakdown: 62% BA's, 20 % Transfers, 18% Certificate students - 1:1 Male to Female Ratio - Even distribution of students across majors	
Recruitment and Enrollment	Increase enrollment by 25% each year without changing acceptance thresholds after competence and mission fit - a smaller better fit class will serve Sattler better in the future. Quality better than quantity is still a guiding principle.	Enrollment goals/year ●2024: 28 / 2025: 35 ●2026: 44 / 2027: 55 ●2028: 69 / 2029: 86	Admissions and President	None	Instead of aiming for a high number of students annually (e.g., 50 or 70 students), an enrollment growth model is recommended. We should cut the tail for students who show low fit in passion.	
Academics, Marketing, Recruitment and Enrollment	Attract and recruit students for all five majors to ensure each academic department is sustainable	Ongoing	Caylor Solutions, Admissions, Marketing	None	Admissions and Marketing staff will work with program coordinators to better understand and market Sattler's majors.	

Recruitment, Marketing, and Advancement	Develop an interdepartmental team that oversees institutional partnerships with ministries, churches, and other non-profits.	Q2 2025	President, Marketing Associate, and Admissions	TBD	This team could be headed by a new full time staff member or the Presiden. Smaller competent students is better in the short term. t	
Recruitment, Marketing, and Advances	Supply board members, faculty, and staff with the resources needed to present about Sattler	Q3 and Q4 2024	President, Marketing, Admissions	\$1,000	Resources include, but are not limited to, an up to date slide deck, physical marketing materials, a display table and Sattler business cards.	
Marketing, Recruitment and Enrollment	Ensure staff positions in Admissions, Marketing, and External Relations are filled	Q1 2025	President, Admissions, Marketing, HRC	Salaries	Recommended Positions:: - Director of Marketing - External Relations Officer - Hospitality Coordinator (or Receptionist)	
Marketing and Advancement	Strengthen the Marketing Department through Sattler's partnership with Caylor Solutions	2025	Caylor Solutions, Marketing, Admissions	\$1,000 per month	Caylor Solutions can help us with the following: - Train Marketing staff and establish best practices, processes, and KPIs - Develop an Annual Marketing Plan informed by recruitment and enrollment objectives. - Use inspirational and storytelling language to market the College	
Marketing, Recruitment and Enrollment	Enroll students from all livable continents	Within 3 - 5 years	Admissions and Marketing	None	To date we have had students from North and South America, Europe, and Africa	
Marketing, Recruitment and Enrollment	Encourage regular professional training for staff in admissions and marketing	Within 3 months	Admissions and Marketing	\$1,000	Professional Training Options - SNAC (July 15-18, 2024); ABHE's Leadership Development Conference, Element 451 Training - Advance 360 Education Copy Editing Training	
Student Life and Discipleship						
Dorm parents	- Establish an older mentor couple in Back Bay	Fall '24	Director of Student Life	50k		

Discipleship	- Shift the weight of discipling towards upperclassmen by giving Student Mentors more direct responsibility and training for the discipleship of underclassmen	Academic Year 24-25	Director of Student Life	\$5,000 for training, 35 hours for re-organizing and developing the program	We've already been doing this in the 23-24 academic year, but we want to shift even more responsibility to upperclassmen and provide better mentoring and training for them to do so	
Marketing	- Create videos that introduce/explain our discipleship program	Spring '25	Dean of Students	10 hours (up to 5 as paid work study to film/edit)		
Academics/Discipleship	ABHE accreditation integration - discipleship credits count towards their Bible requirements	2024-2027	All Discipleship team	none extra anticipated		
Discipleship	Evangelism excitement increase within the student body led by seniors	Within 3 years	All Discipleship team	none extra anticipated		
CEO and Donor Development						
Donor Development	Hire a feasible position to launch donor development initiatives: -Raise \$100k plus salary	Fall 24 hire; summer 25 deliverable	President	Full time salary allocated in budget	Search is underway	