

Millard College

September 2021

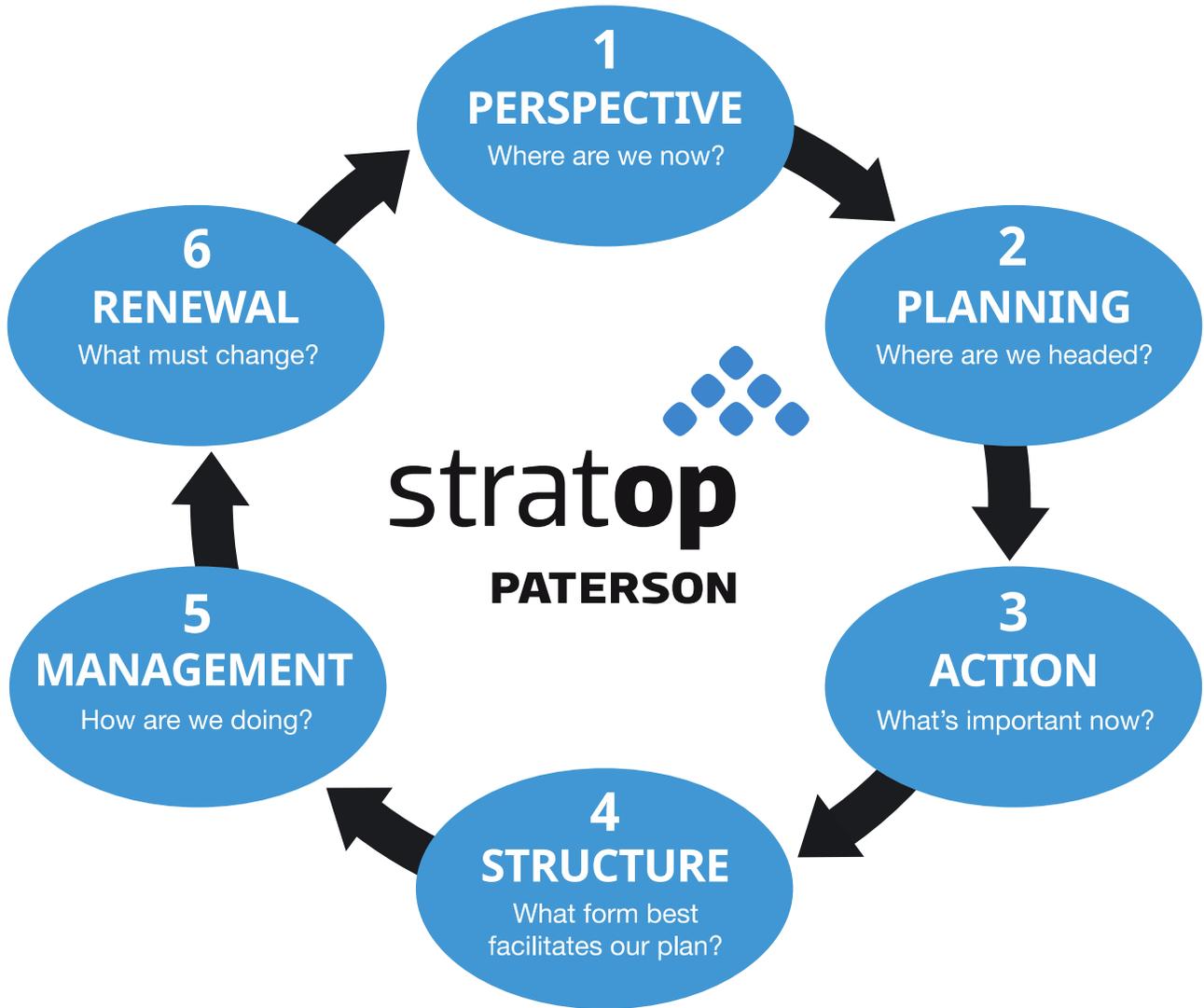
By Rich Halcombe



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StratOp Process



StratOp Defined

Strategic  Planning for Tomorrow,
Today!

Operating  Managing Today, Today!

Financial  Finance Both the
Strategic & Operational!

Understanding Perspective

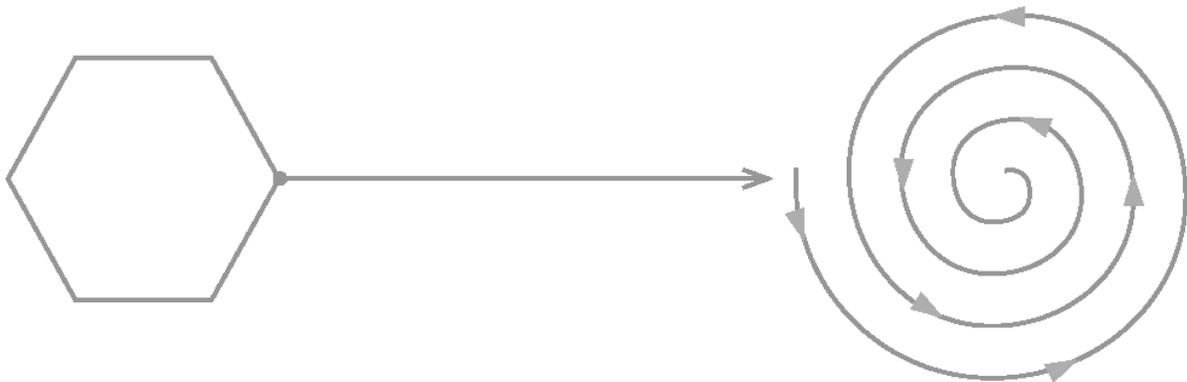
TYPICAL WESTERN APPROACH

The typical western approach is a direct frontal assault, sometimes a snap shot from the hip motivated by a desire for a speedy "solution," tending to produce one dimensional answers to multi-dimensional problems.

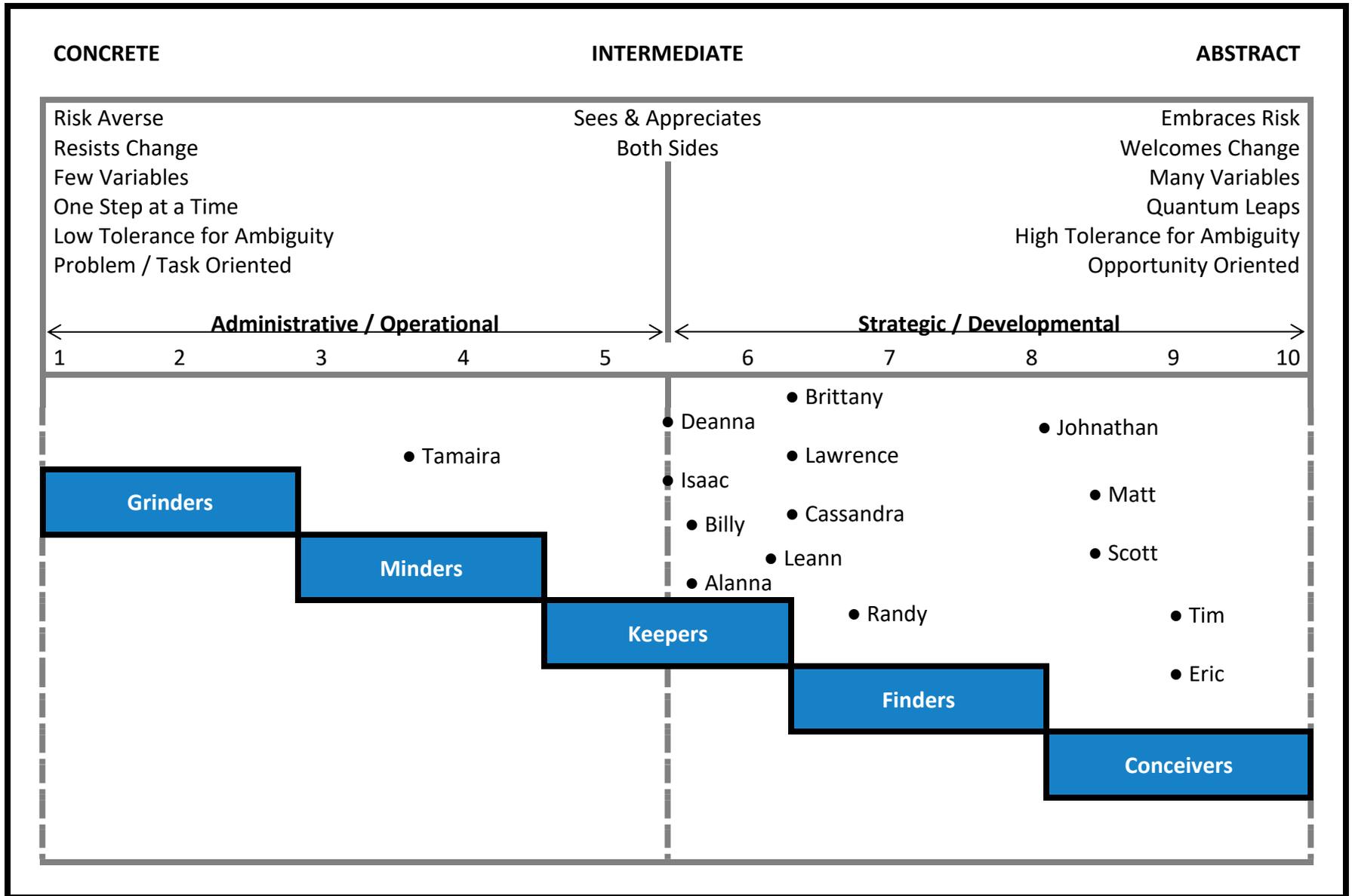


THE PATERSON STRATOP PROCESS, AN EASTERN APPROACH

The eastern approach is more circuitous, ever-closing in. Balanced perspective through thorough situation analysis and diagnostics. More thoughtful, system solutions. Multi-dimensional answers to multi-dimensional problems. Less work later through better up-front planning.



Thinking Wavelength



What is Our Business?

QUESTIONS	LEARNINGS
What is it that we do?	We educate people primarily in the recovery community to give them opportunities to discover their destiny.
Why does it matter?	<ul style="list-style-type: none"> • Improves quality of life • Meets a huge societal need • Kingdom impact (their purpose)
Who are our customers?	ARC clients
How do our customers see us?	As an opportunity, lifeline, or obligation
What is the unique buying state of our customers?	Workforce development, ARC, and personal
What are the sales and how do they break out?	Through ARC and the website
Where does our business come from geographically? (US? Internationally?)	Kentucky
How strong are we in each of these markets?	 Kentucky (people in recovery)
How are profits made?	Not currently profitable

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)	CORE ISSUES
<ul style="list-style-type: none"> • Programs • Heart for discipleship • Funnel (steady stream) of students • “We got a Randy” • Leadership • We know our markets better than anyone else • Our field is in demand • ARC’s reputation • Desire for it – appealing • Has necessary wrap-around services for students to succeed • Institutional knowledge for people in recovery • Culture • Buy-in from staff and state • Unique position with ARC • Financial runway • Clarity how TMC fits within ARC • Increases ARC’s treatment motivation • Provides workforce for recovery community • Encourages further education • Provides success stories to ARC TV 	<ul style="list-style-type: none"> • Not accredited • Web site • Unfilled positions • We are not profitable • People died and we didn’t know • Disconnect between ARC and TMC with students • Lack of office space • Waiting 9 months on desks and chairs • Sharing printer with AR • No SNAP dollars • Family communication • WIDAA statewide Approval not in place 	<ul style="list-style-type: none"> • Branding – connection to ARC • Who hires for TMC? • Who manages relationships with employees? • Identity separate from ARC • Marketing/communication strategy separate from ARC • Collaboration with recruiting • Case manager responsibilities • What happens when they get GED to give them options? • Move from non-profit to for-profit • Are we a distinctly Christian college? – Yes. • Implications of being a Christian college 	<ul style="list-style-type: none"> • Articulation agreements • No one owns the financials • Diversified funding • Scalability plan • Experience – staff • Long-term vocational program plan • Plan to determine viability of a new program • Labor projections • Processes and procedures • Capital plan → facility development plan budget • Alumni engagement • Student life • In-person convocation for Millard • Millard College employee recruiting • Intern coordinator from ARC • Data tracking • Follow-through with students • Student advisement formally • Alternative funding streams 	<ul style="list-style-type: none"> • Accreditation • Financial aid • Vocational rehabilitation dollars • Infrastructure • Separate identity • Communication between TMC and ARC • Facility plan • Shared services plan • Process • Finances • Overall branding • Market position • Data tracking

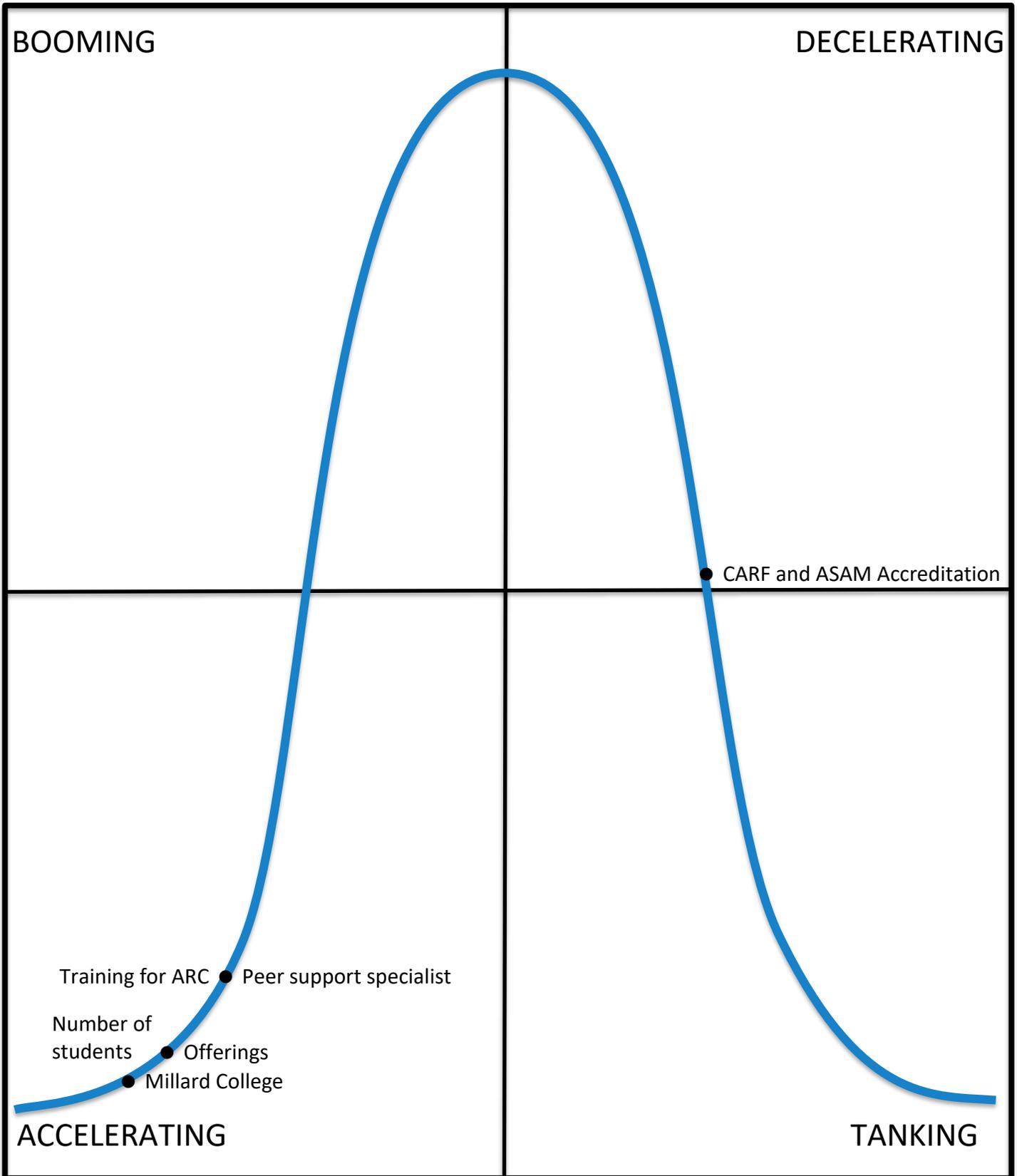
Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	IMPLICATIONS FOR US
When we emphasize training, treatment motivation increases	<ul style="list-style-type: none"> • Inconsistent treatment motivates AMAs, empty beds 	<ul style="list-style-type: none"> • Declining revenue
We don't maintain emphasis, thus creating ebbs and flows	<ul style="list-style-type: none"> • Prevents growth and reactive posture 	<ul style="list-style-type: none"> • ARC and treatment, ARC issue of emphasis • Reputation can suffer
Seeing more academic institutions wanting to work with us	<ul style="list-style-type: none"> • Enrollment shortages create opportunities to work with other institutions 	<ul style="list-style-type: none"> • Declining revenue/enrollment • Our built-in funnel grows so other institutions will want to work with us
ARC employee interest in working with TMC	<ul style="list-style-type: none"> • Having a well of faculty and staff • Lack of depth and knowledge 	<ul style="list-style-type: none"> • Articulation agreements increase our value in the short run
Retention is harmed due to lack of communication	<ul style="list-style-type: none"> • Increasing disconnect, retention declines 	<ul style="list-style-type: none"> • No growth, throttles momentum
Inconsistent energy	<ul style="list-style-type: none"> • Lack of energy 	<ul style="list-style-type: none"> • No program
Lack of focus on generating revenue	<ul style="list-style-type: none"> • Broke, not scalable 	<ul style="list-style-type: none"> • No program
Confusing Peer Support Academy with TMC	<ul style="list-style-type: none"> • Lack of interest 	<ul style="list-style-type: none"> • No program
Figuring out what things in ARC belong in the college	<ul style="list-style-type: none"> • Increase inefficiencies, slows and confuses the process 	<ul style="list-style-type: none"> • Continue to be slow, low staff morale, substandard service to students, reduce staff and student retention
The college is a function of ARC	<ul style="list-style-type: none"> • We will hit a wall 	<ul style="list-style-type: none"> • Don't achieve our goals, don't accomplish our mission

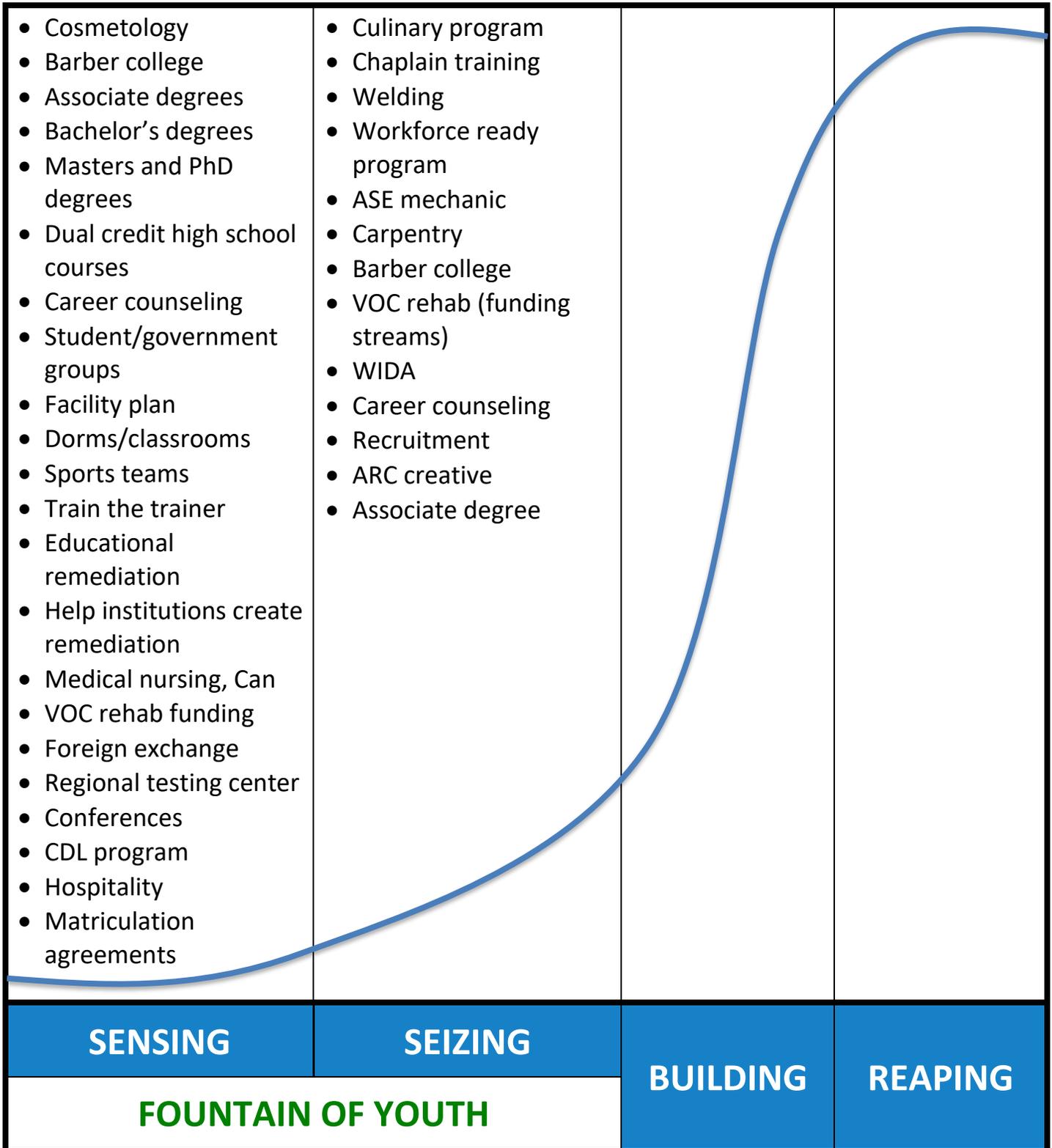
Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	IMPLICATIONS FOR US
Extreme workforce shortage	<ul style="list-style-type: none"> • Harm the economy. Organizations will step up to meet the demand. 	<ul style="list-style-type: none"> • Change the way we address needs
People starting but not finishing college	<ul style="list-style-type: none"> • Will get worse 	<ul style="list-style-type: none"> • Opportunity to fix it
Hostility towards Christian organizations increasing	<ul style="list-style-type: none"> • Will get worse 	<ul style="list-style-type: none"> • More difficult to be distinctly Christian, more adversity
Labor scarcity changing training standards	<ul style="list-style-type: none"> • Short-term opportunity 	<ul style="list-style-type: none"> • Lot of opportunity right now, hurts us if we don't do it
Fair chance employment increasing acceptance	<ul style="list-style-type: none"> • Short-term opportunity unless stigma decreases 	<ul style="list-style-type: none"> • Creates more opportunities for clients
Increasing virtual learning 63% campus/37% online students	<ul style="list-style-type: none"> • Continue to increase online learning 	<ul style="list-style-type: none"> • We have to double-down on what we turn out
Non-partisan support for ARC	<ul style="list-style-type: none"> • Increasing support in General Assembly and Congress 	<ul style="list-style-type: none"> • Needs to be part of our plan, increasing potential student pool, higher turnover continues, work with both
Increasing vocational/ technical skill emphasis	<ul style="list-style-type: none"> • Continuing and increasing 	<ul style="list-style-type: none"> • More opportunities, continue focus
Increasing rates of addiction increases potential students	<ul style="list-style-type: none"> • Will continue for ten years 	<ul style="list-style-type: none"> • Generations – increase college need
Increasing societal acceptance of recovery	<ul style="list-style-type: none"> • Continue to increase 	<ul style="list-style-type: none"> • Increase prevalence of engagement with Millard College
Increasing lack of soft skills	<ul style="list-style-type: none"> • Gets worse before it gets better 	<ul style="list-style-type: none"> • Match our focus
Big demand for youth education programs	<ul style="list-style-type: none"> • Increasing need 	<ul style="list-style-type: none"> • Be thought leaders
Higher rates of dependence on social programs	<ul style="list-style-type: none"> • Will continue 	<ul style="list-style-type: none"> • Demand increase for our services
Multiple potential revenue streams	<ul style="list-style-type: none"> • Will hit a stop, or slow down 	<ul style="list-style-type: none"> • Create value-based funding models – social
Increasing investments in workforce development	<ul style="list-style-type: none"> • Will increase 	<ul style="list-style-type: none"> • Impact bonding
Increasing meth usage	<ul style="list-style-type: none"> • Inversely affect opioid usage 	<ul style="list-style-type: none"> • Higher challenges of mental illness
Decline in family nucleus	<ul style="list-style-type: none"> • Continue 	<ul style="list-style-type: none"> • Delayed start to education
Decline in economic attainment	<ul style="list-style-type: none"> • Will increase for people in addiction 	<ul style="list-style-type: none"> • Provide family setting, lack academic skills
Widening gap in economic opportunity	<ul style="list-style-type: none"> • Will increase for people in addiction 	<ul style="list-style-type: none"> • Increase opportunity, introduces compliance risks
Financial aid and government funding not aligned to market	<ul style="list-style-type: none"> • Continue to be a widening gap 	<ul style="list-style-type: none"> • We need to move quickly

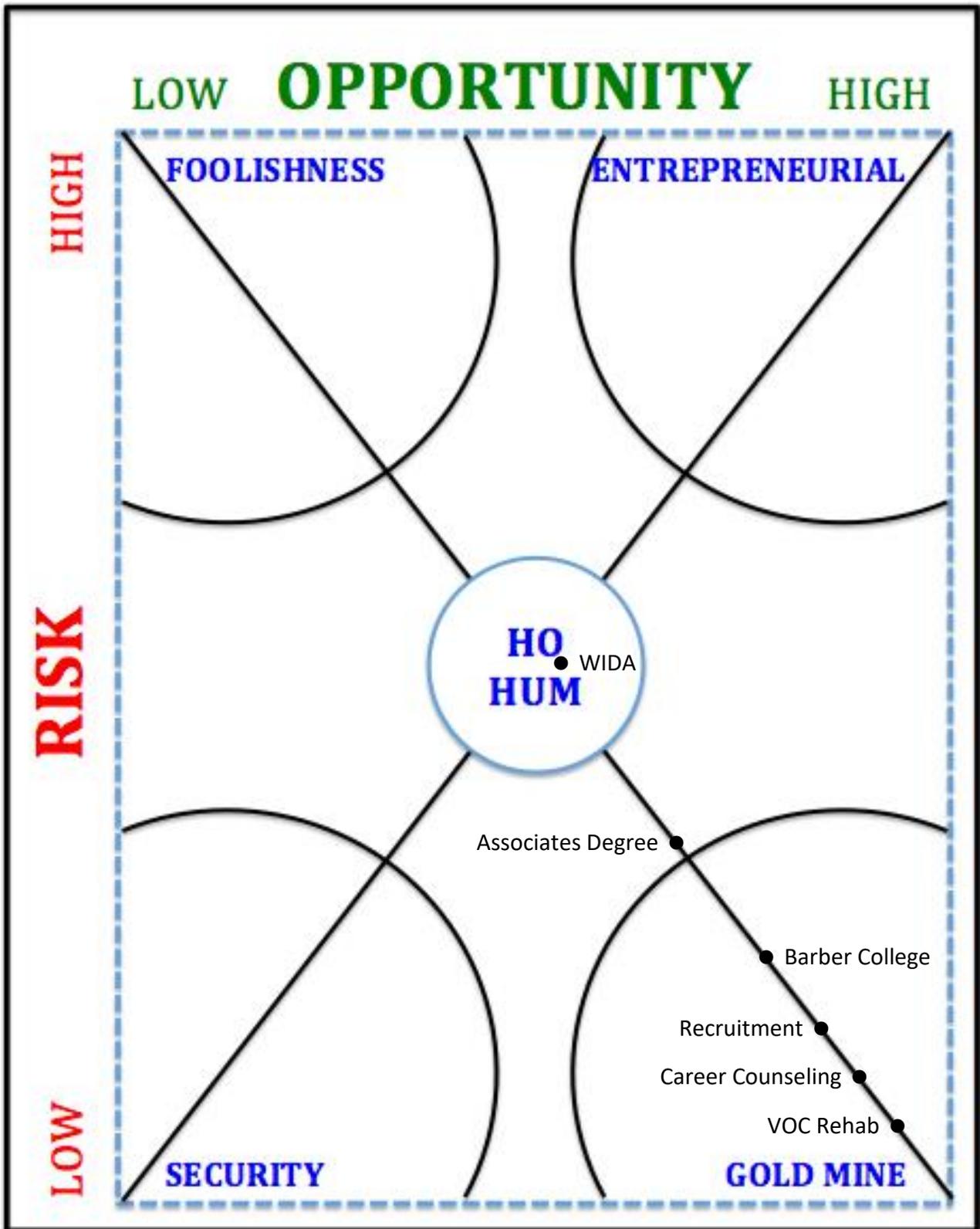
Life Cycle Analysis



Fountain of Youth



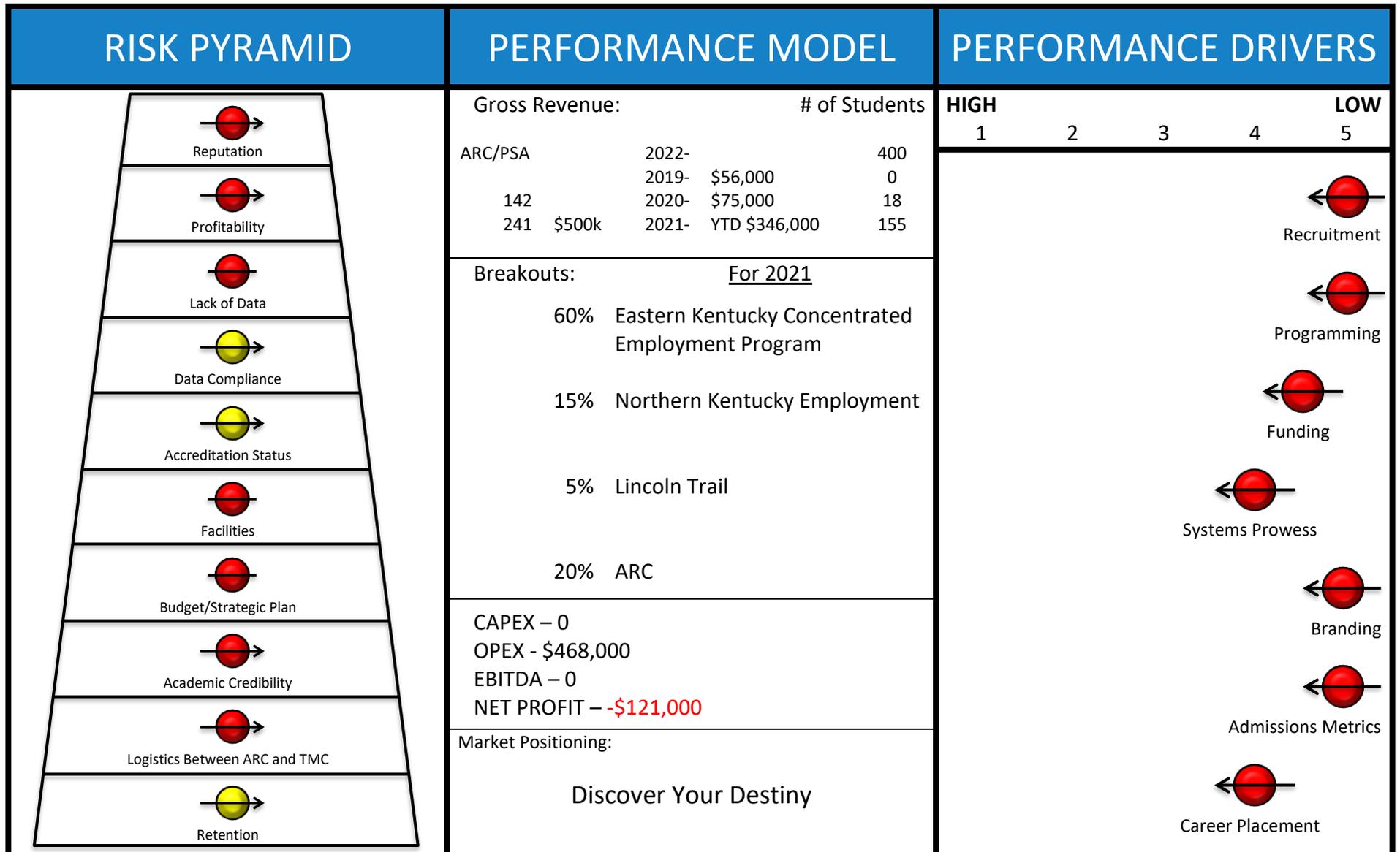
Opportunity – Risk Analysis



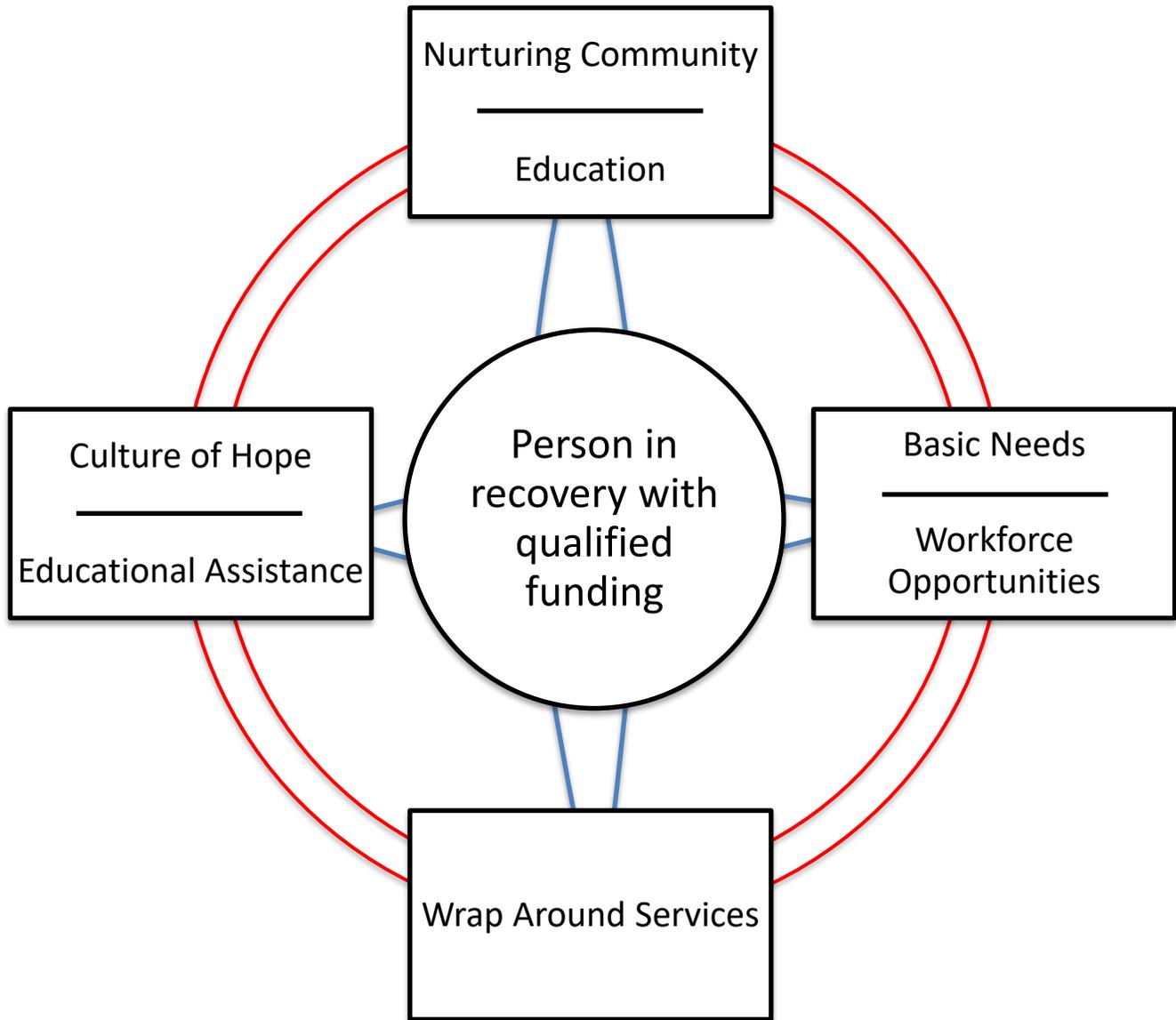
Overnight, What Became Clearer?

- Our workforce partnerships are vital
- Our opportunities continue to open new doors and pathways
- We need to clarify our identity
- We are more than an associate's degree – Vocational
- We are the inn keeper, the resources are there
- We shouldn't wait for financial aid to get launched
- There is a direct relationship between people staying longer and vocational opportunities and promoted-site visits
- Graduations are essential to enrollment and increases treatment motivation
- We are still building
- Incongruity between what we advertise and what we offer
- We have a logistics challenge between ARC and Millard. It requires a process
- We need a function audit – who does what? (ARC and Millard) Clarify who owns what
- We have clarity re: what the college is/can be
- 60.9% of total beds are at Crown, Riverside, and Creekside
- 390/817 women to men company wide

Strategic Control Panel



Value Building Cycle



Our Mission

WHY WE EXIST

We provide world-class
education with
comprehensive support
for people to live their
God-given destiny.

ARC's Mission

WHY ARC EXISTS

We create opportunities
for people to discover
hope and live their God-
given destiny.

Our Vision

WHERE WE STAND	WHERE WE'RE HEADING	HOW WE'LL GET THERE
<ul style="list-style-type: none"> • 155 students • \$364k income year-to-date • 150 students are clients • 5 students are staff • No facilities owned • No facilities leased • 100% virtual • 2 FT professors • 7 adjunct professors • 10 FT administrative staff • Only do certificates • 2 programs • -\$121,000 net income • Use ARC space in Louisa for offices for free (5 offices) • Share printer with HR • We use ARC purchasing system • Too intertwined with ARC • Not accredited • We are licensed • No identity beyond ARC • Terrible website • Sufficient software 	<ul style="list-style-type: none"> • 500 students • \$1M • 450 students are clients (ARC) • 50 students are staff (ARC) • 2 classroom spaces holding 30 each • Offices for 15 staff • Dorm space for 100 people • 90% virtual/10% in-person classes • 5 FT professors • 15 adjunct professors • 18 FT administrative staff • Associate degree • 25 programs • 8% profit margin • Systems separate from ARC (appropriate) • National accreditation • Barber college • Clear identity • Legal and financial separation • Excellent, educational institutions website 	<ul style="list-style-type: none"> • Targeted recruiting, strategy, and person to do it • Acquire the space • Facility plan • Connect with subject matter experts • Connect with subject matter experts • Connect with subject matter experts • Time and application • Develop process for viability • Way to measure, expand funding streams • Charge for services – management agreement or fee for services • List integrated systems and determine separation • Branding Strategy • New vendor

Our “Big Idea” Core Strategies

CORE STRATEGIES	SPECIFICS
Person-centered, faith-based, holistic treatment that works	We do what works
Crisis to career	Comprehensive continuum through employment
Mission culture – recovery workforce	We provide hope and compassion for people to live productive lives
Thought and policy influencer	We shape the recovery industry
Determined, entrepreneurial innovation	We aggressively create and commercialize pioneering solutions

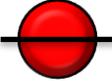
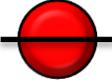
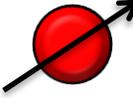
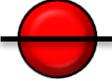
Core Values

#	VALUES	SPECIFICS
1.	Compassion	We provide compassionate spiritual care because we understand God is a source of forgiveness, redemption, and hope.
2.	Accountability	We achieve our goals by setting clear expectation, measuring outcomes, and holding each other responsible for results.
3.	Respect for the Dignity of Life	We know everyone is created in God's image with inherent value, destiny, and purpose.
4.	Entrepreneurial Innovation	We foster an entrepreneurial culture that drives creative, comprehensive, and pioneering solutions.
5.	Stewardship	We take care of our clients, assets, resources, employees, and stakeholders with excellence through servant leadership.

W.I.N. Wheel



Action Initiatives Profiles

#	W.I.N. INITIATIVE	OBJECTIVES	STATUS	KEY DELIVERABLES	BY:	LEADER	TEAM
1	Financials	Establish sustainable financial infrastructure		<ul style="list-style-type: none"> Budget – fee for service or management agreement Increase revenue by \$650k Capital plan 	11-30-21 03-31-23 12-31-21	Deanna	Missy Workforce Randy Tim
2	Data/Systems	Assess and create data systems to maximize efficiency		<ul style="list-style-type: none"> KPIs/metrics Processes All stats 	12-31-21 12-31-21 10-15-21	Brittany	Alice Cindy Brandon Hill Randy
3	Recruitment	Improve communication resulting in recruiting/retention		<ul style="list-style-type: none"> Communication plan Quarterly conversation Site visits Grad ceremonies Recruitment strategy Marketing and branding strategy 	12-31-21	Alanna	Brandon, Leann, Tamaira, Isaac, Amanda, Marketing, Grim, Courtney, Randy, Shannon Pope
4	Student Support	Increase the quality of the student experience		<ul style="list-style-type: none"> Nurturing community High quality programs Educational assistance Wrap-around services Career placement strategy 	12-31-21	Billy	Cheyenne, Cassandra, Randy, Tammy, Mike, Alanna
5	Outreach	Develop Millard College posture with stakeholders and partners		<ul style="list-style-type: none"> Government affairs strategy Inventory and template articulation agreements Employee strategy Alumni affairs plan 	12-31-21	Johnathan	Leann, Isaac, Alice, Nathan, Mt Bradley, John Cooper, Cassandra
6	Operations	Create personnel and facility strategy and improvements		<ul style="list-style-type: none"> Facility plan Internship plan Personnel hiring and instructional plan 	02-01-22	Randy	Scott Billy Lawrence

Situational Analysis

S.W.O.T.				Action Needed
Strengths	Weaknesses	Opportunities	Threats	

ACTION INITIATIVE PLAN

Leader:
Team:

Plan Name:

Date:

Last Review:

This Review:

1a

Objectives:

Action Steps

Today's
Status

By?

Cost?

Accountable

1.

2.

3.

4.

5.

Key
Deliverables:

6.

7.

8.

Costs: