

International Baptist College and Seminary



Five-Year Strategic Plan 2015-2020

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Biblical Foundation for Planning

Theology of Planning

The Fountainhead, the ultimate Source, of planning is God. He challenges the Christian in Revelation 13:18 by revealing that the Lamb was slain from before the foundation of the world: God had a plan for our redemption.

God always works through leaders who plan. When one reads the great chapter of faith in Hebrews 11, he is impressed with the names of men and women who planned on achieving great things for God. He gave them a vision and blessed their plans.

God's plan for each believer can be found in Romans 8:28-29. His plan is that we will put on Christ-likeness. He will use any method or resource available to Him to achieve that plan. As Jeremiah 29:11 reminds us, even in the middle of seeming catastrophe (the Jews were going into exile), God still has good plans for us.

Yes, planning is important. It is an essential part of preparing. In the front matter of Webster's 1828 *Dictionary of the English Language*, Noah Webster held that the word *prepare* comes from the Latin *prae-paro* meaning *to create before*, in the sense of time. He suggested the Latin root *paro* has its origin in the Hebrew word *bara* (to create). Therefore, to prepare is to create before (in the sense of time). The Bible teaches that a wise leader prepares; he "creates before." If one is building a tower (Luke 14:28) or going to war (Luke 14:31), he must count the cost before beginning in the endeavor.

Knowing that planning must occur, planning must be accomplished while acknowledging that God is sovereign and controls the outcomes. James 4:13-15 explains that we should plan but that our plans must be subject to the will of God. It is recognizing that "if the Lord wills," then we will be able to accomplish the plans and do the business of life. Trusting God and His will is imperative to the planning process. It is only as we trust Him and acknowledge His working in our lives (Prov. 3:5-6) that He then directs our plans according to His will. We must humbly accept His plan for IBCS and our lives.

Biblical Examples

When God directed Noah to build the ark, He gave Noah the construction plans. When God commanded Moses to build the tabernacle and to organize the children of Israel by tribes, He gave the plans. When God directed David and Solomon to build the temple, He gave them the plans. God is the ultimate source of planning.

Nehemiah was a careful planner and leader. He prayed that God would bless him. When the time was appropriate, he cast his vision to the king. The king agreed and sent him off to Jerusalem. When Nehemiah got there, he did not tell the people his plan. He walked around the city to look at it and devise his strategy. It was only days later that he revealed to the people God's vision.

He was a master leader. He saw a need, prayed over it, proposed a solution to supervisors, identified needs, rallied support, delegated, gave freedom to the workers, and then defended and directed them during the project. He listened to the people who worked with him. At the end of a short period of time, the wall was built and the nation's defenses restored. What an example of God's blessing on diligent planning and leadership.

God often gets His work done by inspiring a human leader. To the spark of leadership, there is often the need for a diligent and supporting team. When God was ready to convey the Gospel to Europe, He gave Paul the Macedonian call, and immediately a team was spurred to action. Dr. Luke, Silas, and Timothy could say, "And after he [Paul] had seen the vision, immediately we endeavored to go into Macedonia, assuredly gathering that the Lord had called us for to preach the gospel unto them."

Mission Statement

The mission of International Baptist College and Seminary, in both its undergraduate and graduate programs, as an integral ministry of Tri-City Baptist Church, is to develop graduates and Christian leaders who glorify God and demonstrate their love for God and others by living a biblical lifestyle, by obeying the Great Commission, and by championing the fundamentals of the historic Christian faith as they serve God in their families, their local churches, the West, and the world.

Vision Statement

Mentoring into Ministry

Evaluative Statement

International Baptist College and Seminary evaluates our ability to mentor God-fearing leaders by assessing them **mentally, physically, socially, and spiritually** to minister in the West and around the world.

Institutional Goals

(When first developed, these were referred to as High-Level Essentials. In order to meet industry standards for the Five-Year Strategic Plan, these will hereafter be referred to as Institutional Goals.)

I. Governance

To provide a legally constituted body responsible for establishing policies and procedures, appointing and evaluating the Chief Executive Officer, establishing and maintaining financial stability, and oversight of the effective pursuit of the mission and objectives of the College and Seminary.

II. Administration and Staff

To design and develop an organizational infrastructure which will establish administrative processes and procedures in order to allocate resources effectively and to ensure efficient support of the institution.

III. Educational Program

To provide students with instruction so they will develop a biblical worldview which acknowledges God and His Word as the unifying center of all knowledge; learn to analyze, apply, and communicate persuasively, correctly, and clearly; acquire the knowledge, understanding, values, and skills necessary to fulfill their vocational calling; and be encouraged to pursue lifelong learning.

IV. Faculty

To implement sound management practices in order to employ, develop, and retain quality faculty who are spiritually mature and who provide personal and professional Christian role models.

V. Enrollment Management

To aggressively promote the College and Seminary's academic, social, and spiritual strengths among churches, Christian organizations, and individuals, and to provide the needed support services to achieve retention in order to increase the student enrollment.

VI. Student Development

To provide appropriate services to develop the whole person spiritually, academically, socially, morally, and physically; more specifically, to assist students in developing a biblical worldview by placing Christ and Scripture in the foundation of all teaching, mentoring, and correction.

VII. Institutional Advancement

To develop relationships with the publics (pastors, churches, individuals, present students, former students, and alumni) in order to expand the funding base.

VIII. Institutional Effectiveness

To ensure institutional effectiveness by means of annual; long- and short-range departmental planning; and comprehensive, systematic, and continuous evaluation.

IX. Health and Security

To provide an environment of security for students, faculty, staff, and others on campus and to promote the health and well-being of all students and employees.

X. Plant, Property, and Equipment

To provide adequate and accessible physical facilities, current materials, and appropriate services to support the mission of the College and Seminary.

XI. Publications and Policies and Procedures

To develop, protect, and publish comprehensive handbooks, recruiting materials, and policies and procedures to assist in the accomplishing of the institution’s mission.

XII. Financial Operations

To employ sound financial practices to maintain financial stability and integrity and ensure adequacy of financial resources to fulfill the purpose of the institution.

Undergraduate Student Alignment

(The purpose of these seven alignment statements is to ensure that the institution has a clear direction for measuring its students’ success not only here, but also as they pursue their calling after graduation. The institution wants to make sure the investment from the personnel to the student is at the highest level and that it is maintaining metrics that demonstrate a commitment to the students and the training they receive.)

- A1. Support the spiritual growth of all students as they seek to honor God with every thought and deed.
- A2. Develop God-fearing leaders who desire to serve the Lord.
- A3. “Mentor into Ministry” every student who is motivated to be a well-rounded and effective servant for Christ.
- A4. Through Christ-centered training, increase every student mentally through challenging academic experiences that mature the cognitive, affective (including spiritual), and psychomotor skills.
- A5. Prepare students with the social skills needed in life to accomplish the biblical goals God has laid on their hearts.
- A6. Integrate individualized physical proficiencies for each student to cultivate character and values that demonstrate Christ-like faith.
- A7. *In order for an IBCS graduate to be able to demonstrate the ethos of the institution, essential components, which will be evaluated independently and are listed below, must be maintained, to confirm the effectiveness of the degree granted.*
 - *Governance*
 - *Institutional Advancement*
 - *Institutional Effectiveness*
 - *Health and Security*
 - *Plant, Property, and Equipment*
 - *Publications and Policies and Procedures*
 - *Financial Operations*

SWOT ANALYSIS
BASED ON INSTITUTIONAL GOALS
Conducted December 19, 2014

INSTITUTIONAL GOALS	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
<p>GOVERNANCE To provide a legally constituted body responsible for establishing policies and procedures, appointing and evaluating the Chief Executive Officer, establishing and maintaining financial stability, and oversight of the effective pursuit of the mission and objectives of the College and Seminary.</p>	<ol style="list-style-type: none"> 1. Godly people from all over on the board 2. IBCS being a ministry of TBC 3. Strong leadership 	<ol style="list-style-type: none"> 1. Distance and multiple claims on their time 2. Unsustained LRP 3. Need increased communication 	<ol style="list-style-type: none"> 1. Beneficial board involvement 2. Need to create an environment that allows for more creativity and to experiment with out of the box ideas 3. Are the right people in the right seat? 	<ol style="list-style-type: none"> 1. Lose sight of mission 2. Federal metrics 3. Decisions not understood by others
<p>ADMINISTRATION AND STAFF To design and develop an organizational infrastructure which will establish administrative processes and procedures in order to allocate resources effectively and to ensure efficient support of the institution.</p>	<ol style="list-style-type: none"> 1. Sacrificial 2. Highly qualified 3. Pastor Endean 	<ol style="list-style-type: none"> 1. Sometimes too many responsibilities per person 2. Some need to be more proactive and execute better 3. Stretched too thin 	<ol style="list-style-type: none"> 1. Closer view of areas in need of support 2. Using our wealth of experience here at TBC 3. Clarified organizational chart 	<ol style="list-style-type: none"> 1. Starting programs without adequate faculty on administration 2. Workload 3. Turnover rate too high - leads to instability
<p>EDUCATIONAL PROGRAMS To provide students with instruction so they will develop a biblical worldview which acknowledges God and His Word as the unifying center of all knowledge; learn to analyze, apply, and communicate persuasively, correctly, and clearly; acquire the knowledge, understanding, values, and skills necessary to fulfill their vocational calling; and be encouraged to pursue lifelong learning.</p>	<ol style="list-style-type: none"> 1. Solid and balanced faculty 2. Bible base 3. True to mission 	<ol style="list-style-type: none"> 1. Number of programs of study and instructors 2. Lack regional accreditation 3. Need more faculty with terminal degrees 	<ol style="list-style-type: none"> 1. Add new courses and programs 2. Continued partnership with external institutions for non-traditional learning 3. Like how alumni can take classes for free to keep learning 	<ol style="list-style-type: none"> 1. Get too broad - stay focused on ministry training 2. Internet courses 3. Overload can lead to physical and spiritual weakness
<p>FACULTY To implement sound management practices in order to employ, develop, and retain quality faculty</p>	<ol style="list-style-type: none"> 1. Highly trained, godly 2. Practical experience 3. Dedication 	<ol style="list-style-type: none"> 1. Better age balance - more mature faculty needed 2. Over-extended/stretched too thin 	<ol style="list-style-type: none"> 1. Using qualified TCA and TBC people 2. Grow seminary 3. Great mentoring 	<ol style="list-style-type: none"> 1. Lose ministry focus 2. Money to hire needed faculty 3. TRACS: Non-Compliance

SWOT ANALYSIS
BASED ON INSTITUTIONAL GOALS
Conducted December 19, 2014

INSTITUTIONAL GOALS	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
who are spiritually mature and who provide personal and professional Christian role models.		3. Need more full-time		
ENROLLMENT MANAGEMENT To aggressively promote the College and Seminary's academic, social, and spiritual strengths among churches, Christian organizations, and individuals, and to provide the needed support services to achieve retention in order to increase the student enrollment.	1. Quality product to sell 2. Dedication to helping students attend and minimize debt 3. Like how pastor, staff and ministry team is promoting - go East, too	1. Need of full-time enrollment manager with maturity who will stay in position for several years 2. Communication lapses 3. Often below-standard customer service	1. Increase contacts 2. Add helpers to full-time enrollment manager 3. Academic scholarships	1. Public (Alumni) perception 2. Attract wrong kind of student 3. Scholarships - financial burden
STUDENT DEVELOPMENT To provide appropriate services to develop the whole person spiritually, academically, socially, morally, and physically; more specifically, to assist students in developing a biblical worldview by placing Christ and Scripture in the foundation of all teaching, mentoring, and correction.	1. Consistent mentoring 2. L.I.F.E. Teams 3. Holistic mentoring approach Luke 2:52	1. Limited internship program 2. No physical education department; limited sports and exercise 3. Can become too casual (mentoring process)	1. Increasing internship opportunities 2. Opportunity to develop leaders 3. More student involvement in local churches	1. Loss of personal mentoring 2. Become dependent on just a few leaders 3. Online classes without mentoring emphasis
INSTITUTIONAL ADVANCEMENT To develop relationships with the publics (pastors, churches, individuals, present students, former students, and alumni) in order to expand the funding base.	1. Dr. T/Pastor Endean 2. Good relations with local churches; sending IBCS staff to teach 3. Existing relationships	1. Need additional contacts 2. Pastors need to see that IBCS exists for their benefit and blessing 3. Small circle of staff	1. Expand our friends 2. Alumni 3. Continue to advertise across the country	1. Plan for future 10-15 years 2. Who will replace Dr. Tetreau? 3. Perception of relationships=money (exploitation vs. service)

SWOT ANALYSIS
BASED ON INSTITUTIONAL GOALS
Conducted December 19, 2014

INSTITUTIONAL GOALS	STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
<p>INSTITUTIONAL EFFECTIVENESS To ensure institutional effectiveness by means of annual; long- and short-range departmental planning; and comprehensive, systematic, and continuous evaluation.</p>	<ol style="list-style-type: none"> 1. Good team 2. Honesty concerning performance enables change 3. Transparency 	<ol style="list-style-type: none"> 1. Stretched too thin 2. Lack of structured oversight in the past 3. Process discounted not followed 	<ol style="list-style-type: none"> 1. Strategic plan development 2. Build on recent success 3. Public may be informed for benefit 	<ol style="list-style-type: none"> 1. Fail to implement 2. Resistance to change 3. Poor rates/metrics
<p>HEALTH AND SECURITY To provide an environment of security for students, faculty, staff, and others on campus and to promote the health and well-being of all students and employees.</p>	<ol style="list-style-type: none"> 1. Small campus 2. We have improved 3. Solidification of policies and plans for various situations 	<ol style="list-style-type: none"> 1. No campus-wide plan 2. Inability to diagnose/treat sickness in house 3. Open campus is a danger 	<ol style="list-style-type: none"> 1. Training 2. More student feedback 3. Use present personnel better 	<ol style="list-style-type: none"> 1. Lawsuit 2. Event or event poorly managed 3. Open campus
<p>PLANT, PROPERTY, AND EQUIPMENT To provide adequate and accessible physical facilities, current materials, and appropriate services to support the mission of the College and Seminary.</p>	<ol style="list-style-type: none"> 1. Quality facilities 2. Design of facilities reflects generous attitude toward students 3. Library 	<ol style="list-style-type: none"> 1. Music facilities too crowded 2. Upkeep 3. Vision for future 	<ol style="list-style-type: none"> 1. Polycom classes 2. Encourage biblical stewardship 3. Continue to develop 	<ol style="list-style-type: none"> 1. Money 2. Failure to update 3. Growing older - improvements needed
<p>PUBLICATIONS AND POLICIES AND PROCEDURES To develop, protect, and publish comprehensive handbooks, recruiting materials, and policies and procedures to assist in the accomplishing of the institution's mission.</p>	<ol style="list-style-type: none"> 1. Improvements=low cost 2. A great need but potential for faculty involvement 3. Careful consideration and development 	<ol style="list-style-type: none"> 1. Procedures not known/followed 2. Frequently time consuming 3. Too thin 	<ol style="list-style-type: none"> 1. Update and communicate 2. Reflects to readers the priorities and philosophy of IBCS 3. Improvement via sister institutions 	<ol style="list-style-type: none"> 1. Over worked/too thin 2. Non-Compliance 3. More effective on road and follow-up on leads
<p>FINANCIAL OPERATIONS To employ sound financial practices to maintain financial stability and integrity and ensure adequacy of financial resources to fulfill the purpose of the institution.</p>	<ol style="list-style-type: none"> 1. Matt Eberle 2. Diligent oversight 3. Ability to exemplify integrity and confidentiality 	<ol style="list-style-type: none"> 1. Low enrollment 2. Depend too much on TBC 3. General lack of understanding among student concerning cost of running institution 	<ol style="list-style-type: none"> 1. Increase donor base 2. Good pay for 15 hrs and get 20 3. 80-40-50 enrollment goal possible 	<ol style="list-style-type: none"> 1. Low enrollment 2. Debt 3. Lose trust

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Continuation Initiatives Implementation

GOALS	ALL YEARS	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
GOVERNANCE	Board Meetings	A7. Provide effective oversight for the institution as a whole so that it continues to grow and produce men and women who desire to serve the Lord	Meeting Minutes	Reviewed at the start of the next meeting	Chairman of the Board Dr. Michael D. Sproul with assistance from the Chancellor and the IBCS President	Minimal (Meal Costs)
	Annual Evaluation		Evaluation Documentation	Institutional Effectiveness will assess data and produce a report to be discussed at the first board meeting of each calendar year		No cost
	Executive Committee Meetings		Meeting Minutes	Reviewed at the start of the next meeting		
ADMINISTRATION AND STAFF	A-Team Meetings	A7. Strengthen the comprehension of all ethos and essential components that maintain the effectiveness of the institution	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, IE - Institutional Effectiveness, CAO, UAO	No cost
	Staff Meetings		Meeting Minutes	Reviewed at the start of the next meeting		
	In-Service		Survey	Completed at the end of In-Service; IE will compile all survey results and send out a report within one month.		
	Out-Service		Survey	Completed at the end of Out-Service; IE will compile all survey results and send out a report within one month.		
	Annual Evaluations		Evaluation Documentation	Completed at the end of each academic year with signed copies placed in personnel files		
EDUCATIONAL PROGRAMS	Commencement Events	A2. Advance all graduates to their respective mission fields as a God-fearing, servant leader	Commencement Program	Program placed in a electronic and physical file annually	CAO, UAO, GAO, and Institutional Effectiveness	\$1,400
	Senior Exit Interviews		Exit Interviews Data and Surveys	Completed at the end of each academic year with all graduating seniors. IE will compile data and produce a report within one month		No cost
	Academic Committee Meetings	A7. Guide all faculty members in their aspiration to train the next group of leaders who desire to serve the Lord	Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	
	Classroom Observations		Observation Forms	Each professor will have an observation once per semester. The information gathered will be shared with the professor annually during his or her evaluation. Any information gathered that would be useful to other professors will be shared at the appropriate time and place and reflected in meeting minutes		
	Course Instructor Evaluations	A3. Direct faculty members as they design their courses to be effective mentors in their training of future leaders	Survey	At the end of each semester; IE will compile all of the data and distribute reports within one month. This includes the IBCS@W Teaching Site as well as any distance education students in approved states. These surveys will be assessed individually as a teaching site, distance education as well as combined with other students who are taking the		

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Continuation Initiatives Implementation

GOALS	ALL YEARS	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
				course on the IBCS campus. This will in turn produce four separate reports: one for each individually and one combined for everyone in the class including a comparison analysis.		
FACULTY	Annual Evaluations	A7. Improve the desire of the faculty to identify the ethos and essentials that define the institution and how it prepares men and women for their future ministry	Evaluation Forms	Completed at the end of each academic year with signed copies placed in personnel files	IBCS President, CAO, UAO	No cost
	In-Service		Survey	Completed at the end of In-Service; IE will compile all survey results and send out a report within one month.		
	Out-Service		Survey	Completed at the end of Out-Service; IE will compile all survey results and send out a report within one month.		
ENROLLMENT MANAGEMENT	Ministry Team	A2. Cultivate a growing number of students who seek the Lord and recognize that the institution develops and mentors God-fearing leaders who desire to serve the Lord	Meeting Minutes Surveys Number of contact cards	Reviewed at the start of the next meeting; IE will compile any data collected into a report and distribute it to all appropriate personnel. Inputted into the IBCS SIS as well as letters and phone calls to all individuals; reports can be pulled from the SIS to ensure completion of the project.	Institutional Effectiveness, Admissions Office	\$16,500
	Youth Conference		Survey	IE will compile all of the data and produce a report at least one month after the event.		\$4,000
	Experience IBCS		Survey	IE will compile all of the data and produce a report at least one month after the event.		\$1,000
	Orientation Events	A3. Guide students as they begin to explore what God's calling is for their lives	Survey	IE will compile all of the data and produce a report at least one month after the event.		\$1,000
	Public Relations (Marketing, Publications, Recruitment)	A7. Influence future leaders to identify the institution as a campus that not only trains them academically but also mentors them in their spiritual growth	Number of contact cards	Inputted into the IBCS SIS as well as letters and phone calls to all individuals; reports can be pulled from the SIS to ensure completion of the project.		\$1,500
	Recruiting Events		Number of contact cards	Inputted into the IBCS SIS as well as letters and phone calls to all individuals; reports can be pulled from the SIS to ensure completion of the project.		To be determined; not all trips for the 2015-2016 Academic Year have been decided; therefore, final costs cannot be anticipated.
	Education Conferences		Number of contact cards	Inputted into the IBCS SIS as well as letters and phone calls to all individuals; reports can be pulled from the SIS to ensure completion of the project.		To be determined; not all trips for the 2015-2016 Academic Year have been decided; therefore, final costs cannot be anticipated.
	AZ Home School Convention		Number of contact cards	Inputted into the IBCS SIS as well as letters and phone calls to all individuals; reports can be pulled from the SIS to ensure completion of the project.		\$1,000
STUDENT DEVELOPMENT	L.I.F.E. Volleyball Tournament Softball Tournament Winter Formal Missions Banquet Grand Canyon Hike	A5. Provide supplementary opportunities for students to develop their social skills, build relationships, and increase their knowledge of effective leadership	Survey	At the end of each semester, surveys will be given to all students. IE will compile all survey results and send out a report within one month to all necessary personnel.	IBCS President, Dean of Students, and Director of Institutional Effectiveness	Determined by the number of students enrolled each semester

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Continuation Initiatives Implementation

GOALS	ALL YEARS	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Choir and Chamber Singers Handbells Lessons and Carols Pie and Praise					
	Chapel (Group Mentoring) Mentoring Campus Families Heart Focus	A3. Increased assessment for the vision of the institution as well as usable data that can be shared to other publics	Chapel Attendance Mentoring Charts/CSR for Students and Mentors (Students will include Campus Family contacts on those sheets.)	CSR data will be compiled by IE and a report will be completed yearly and distributed to A-Team.	Dean of Students and Director of Institutional Effectiveness	No cost
	<i>“Prove It”</i>	A1. Provide students with the opportunity to assess themselves spiritually, at the beginning of their first semester on campus, as well as determine areas of need	Completion of Handbook - SIS	Currently, only the Dean of Students and the student see their “Prove-It” handbook.	Dean of Students	Printing costs only
INSTITUTIONAL ADVANCEMENT	Community Dinner Theatre	A7. Expand the familiarity of the institution with other stakeholders and new contacts	Survey	IE will compile all of the data and produce a report at least one month after the event.	IBCS Music Department Head	For the 2015-2016 Academic Year, Tri-City Baptist Church will be hosting an event. Due to this event, the community dinner theatre will not be held until future decisions are made regarding these events.
	IBCS Sunday		Sunday Bulletin	Bulletin placed in a file annually	Institutional Effectiveness	Printing costs (in-house) only
	Friend Day		Attendance Sheet for Visitors	Attendance sheet placed in a file annually	Chancellor	No cost
INSTITUTIONAL EFFECTIVENESS	Assessment, Planning, Evaluation, and Reporting	A7. Foster a culture that demonstrates the importance and recognizes the value of this initiative	Meeting Minutes and Reports	Reviewed at the start of the next meeting Annual reports	Institutional Effectiveness	No cost
HEALTH AND SECURITY	Maintaining all Federal and State Guidelines	A7. Strengthen understanding of all guidelines required of the institution	Meeting Minutes	Reviewed at the start of the next meeting	Dean of Students	Unless we are deficient in an area that needs improving to meet these guidelines, we will not have any standardized costs in this area.
PLANT, PROPERTY, AND EQUIPMENT	Maintenance of All Buildings and Property	A7. Improve the visual attractiveness of the campus	SharePoint	This program allows for all personnel involved to assess the progress of the project.	IBCS Business Leadership Department Head	This is a shared expense with other entities on the Tri-City campus.
	Courtyard Planning		Architectural Plans	Plans will be kept on file until completion of the project.	IBCS President	Donations are being made for the establishment of a courtyard as a centerpiece for IBCS.
PUBLICATIONS, POLICIES AND PROCEDURES	Policies and Procedures Manual	A7. Enhance the guidance for the institution in order to maintain effective oversight	Meeting Minutes	Reviewed at the start of the next meeting; votes from any new P&Ps and/or revisions will also be included in those minutes.	IBCS President, Institutional Effectiveness	No cost
	Undergraduate/Graduate Catalog		Actual Catalog	Annual catalogs will be kept on file for at least seven years.	CAO, UAO, GAO	Printing costs (in-house) only

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Continuation Initiatives Implementation

GOALS	ALL YEARS	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Faculty/Staff Manual		Actual Manual - Signatures from all personnel that they have read the manual	Annual manuals will be kept on file for at least seven years.		
	Student Handbook	A2. Advise students in their understanding of the responsibility they must maintain in order to attend IBCS	Actual Manual - Signatures from all students that they have read the manual	Annual handbooks will be kept on file for at least seven years.	Dean of Students	
FINANCIAL OPERATIONS*	Review, Planning, and Budgeting	A7. Broaden the knowledge of all personnel on the significance of the budget in running the institution productively	Meeting Minutes	Reviewed at the start of the next meeting	CFO	No cost
* <i>The estimated income for all Continuation Initiatives is \$26,400.</i>						

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-One New Initiatives Implementation

GOALS	YEAR-ONE (2015-2016)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET	
GOVERNANCE	Increase Board Involvement and Communication Between Board Members and Faculty, Administration, Staff, and Students.	A7. Provide effective oversight for the institution as a whole so that it continues to grow and produce men and women who are God-fearing leaders and who desire to serve the Lord	Annual board surveys	First board meeting of each calendar year; IE will compile data and have the report ready for the next board meeting.	Chairman of the Board, IBCS President	Minimal (Meal Costs)	
ADMINISTRATION AND STAFF	Discuss the Possibility of a New Staff Member New Graduate Assistants	A7. Expand the availability of personnel on campus to mentor students and maintain the effectiveness of the institution	Staff annual employee evaluations	Completed at the end of each academic year with signed copies placed in personnel files	IBCS President, CFO, and Institutional Effectiveness	Minimum wage and/or master's-level classes with room and board included	
	CV Updated Annually Standardized Workload Assessment		Annual review of all staff records	Signed documentation, by designee, of all personnel files containing updated information annually	CAO, UAO, GAO	No cost	
EDUCATIONAL PROGRAMS	Evaluation of Decision of National Norm Tests to Be Implemented	A4. Strengthen the academic domain of the institution so that all students are growing in their cognitive, affective (including spiritual), and psychomotor skills	Research gathered, A-Team and Academic Committee discussions (included in minutes), final determination and implementation; once implemented, scores will be gathered and kept as a part of each student's academic record and will be used as marketable data	Reviewed at the start of the next meeting Copies of marketing material will be kept on file for seven years.	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	Dependent on the individual exams chosen and the number of students in that specific degree and/or overall total of students at IBCS	
	Critical Thinking and Writing Rubrics Developed		Finalized rubrics implemented and the collection of student's work has begun for review to increase the student's ability to think and write effectively.	These will be evaluated from the students' and professor's standpoint. From the students, the data will be assessed through end-of-course evaluations. Professors will have a chance to evaluate these yearly during their performance meetings. Data collected will be assessed through IE and included in all relevant reports and distributed to required personnel.	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost	
	Plan for Remedial Course Schedule		Remedial course schedule developed and implemented Students' satisfaction assessed through course surveys Students' improvement discerned through direct assessment	At the end of each semester; IE will compile all of the data and distribute reports within one month.	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost	
	Plan Developed for Standardized Courses to Include All but Degree-Specific Classes, especially AGEC Standards for General Education		Meeting minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost	
	Update All Syllabi and Develop a "Key Task" Assessment Component for Each Department		Syllabi - Reviewed for accuracy before each semester. "Key Task" -Submitted at the end of each semester by professors.	All syllabi will be kept on file for at least seven years for all classes offered. "Key Task" assignments will be assessed through course evaluations, syllabi, and content analysis through IE.	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost	
	Research the Possibility of a New Degree		A7. Expand the academic opportunities for all new and returning students	Research gathered and discussed in A-Team meetings and noted in the meeting minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost
	Distance and Online Education Research, Planning, Compliance, Technology, and ROI			Distance and Online Education - Research gathered and discussed; Meeting minutes will be kept on all	Reviewed at the start of the next meeting	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost.

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-One New Initiatives Implementation

GOALS	YEAR-ONE (2015-2016)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
			discussions.			
	Plan for Student Portfolios Developed	A5. Cultivate the social proficiencies needed within the students for their specific degrees	Finalized plan ready for implementation	Reviewed at the start of the next meeting; finalized plan at implementation will be assessed through course evaluations and compiled through IE.	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost
FACULTY	New Faculty Starting	A1. Lead and support all students as they mature in their spiritual development	Annual faculty evaluations	Completed at the end of each academic year with signed copies placed in personnel files	Board, IBCS President, CFO, and CAO	Adjunct Salary-\$350 per credit hour All other salaries are determined by the Board, IBCS President and CFO
	New Procedure for the Evaluation Process of Faculty Developed and Implemented	A7. Enhance the expertise of professors as they disciple students in and outside the classroom	Annual faculty evaluations	Completed at the end of each academic year with signed copies placed in personnel files	UAO, Institutional Effectiveness	No cost
	Conferences		Faculty meetings implement training sessions based on recent conferences	Surveys will be completed when training sessions are held on conferences faculty members have attended and then will be assessed and a report produced by IE.	IBCS President, CAO, UAO, GAO, CFO, Institutional Effectiveness	Dependent upon conference
	CV Updated Annually		Annual review of all faculty records	Signed documentation, by designee, of all personnel files containing updated information annually.	CAO, UAO, GAO, All Faculty	No cost
	Standardized Workload Assessment		Annual faculty evaluations	Completed at the end of each academic year with signed copies placed in personnel files	CAO, UAO, GAO, Institutional Effectiveness	No cost
ENROLLMENT MANAGEMENT	New Graduate Assistants New Recruiter	A1. Lead and support all students as they mature in their spiritual development	Annual staff evaluations.	Completed at the end of each academic year with signed copies placed in personnel files	Admissions Office, Institutional Effectiveness	Graduate Assistants-28 hrs. per week in exchange for ~ 10 hours of credit per semester along with room and board plus a stipend Recruiter-Minimum Wage (20 hours per week)
	Develop and Implement Recruitment and Retention/Persistence Plan	A7. Expand the number of contacts the institution is making with prospective students in order to facilitate their process of deciding where they are being called in their lives	Plan completed and implemented shown through meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, Admissions Office, CAO, UAO, and GAO	No cost
	Develop and Implement Plan for Promotion of IBCS (Degrees, Mentoring, Ministry Team, etc.) as well as a Calendar of Events		Plan completed and implemented shown through meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, Admissions Office	Implementation costs have yet to be determined
	Increase Contacts		Monthly metric sheets	Data will be aggregated on a monthly basis for all recruitment personnel and reports generated quarterly to distribute in A-Team meetings.	Institutional Effectiveness, Admissions Office	Postage and Mileage; this item is covered in numerous line item costs since we see recruitment as a team effort.
	Discuss Increase in Home School Involvement		Meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, Admissions Office	No cost
	Viewbook Planning and Developing Video		Completed project	Once the Viewbook is completed, it will be printed and distributed as marketing material to recruit students and funders. Once the videos are produced they will be on the website as a recruitment and marketing tool.	Institutional Effectiveness, Admissions Office	Viewbook-researching different vendors to find the most cost effective company Video-completed in-house

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Including Assessment and Business Data
Year-One New Initiatives Implementation

GOALS	YEAR-ONE (2015-2016)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET	
						so costs will be minimal	
STUDENT DEVELOPMENT	Mentoring Plan	A3. Develop a structured mentoring plan that includes increased contact opportunities and interaction with students beyond the context of the campus and/or classroom	CSR – Christian Service Report for Students as well as a monthly chart for the mentor	IE will assess CSRs at the end of each semester and produce reports to discuss with the appropriate constituents.	Dean of Students, Director of Institutional Effectiveness	No cost	
	CPR Training	A7. Increased training opportunities for all faculty, staff, administration, and students on campus	Copies of all individuals’ certificates for completing the training will be kept on file at IBCS.	Copies will be kept in the personnel file of all students, faculty, and staff who complete the training until it expires and new certification is obtained.	Dean of Students	Approximately \$20 per person (covered by the individuals)	
INSTITUTIONAL ADVANCEMENT	Alumni Plan	A7. Increase the visibility and contacts with new and previous students and stakeholders	Developed and implemented	Reviewed at all appropriate meetings and recorded in the minutes; any alumni events that are held surveys will be distributed to attendees and IE will assess the data and produce a report.	Institutional Effectiveness	No cost	
	Estate Planning Seminars		Annual record of how many seminars were held and the number in attendance	A final number on the number of individuals who attended the seminar throughout the year will be produced and given to appropriate constituents	Chancellor	Cost of attendance by seminar participants pays for the estate planning information	
	Travel		Annual accounting of all team members travel throughout the year	Report produced at the end of each year by IE after compiling all travel from personnel	Chancellor, IBCS President	This line item fluctuates depending on the conditions for each trip.	
INSTITUTIONAL EFFECTIVENESS	Update Standards to Meet National Norms in the Following Categories:	A7. Decisive measures and accountability for all personnel that place an emphasis on the advancement of the institution	Research and reporting on these issues resulting in a final plan shown as well through meeting minutes and implementation	Reviewed at the start of the next appropriate meeting as well as a report produced by the end of the year to distribute to all relevant personnel as well	IBCS President, Institutional Effectiveness	No cost	
	<ul style="list-style-type: none"> • Integrity • Teaching and Learning <ul style="list-style-type: none"> ○ Quality, Resources, and Support ○ Evaluation and Improvement • Resources and Planning 						
	Evaluation and Tracking		Worksheets, Meeting Minutes, and Reports	Reviewed at the start of the next meeting as well as reports produced as laid out in this plan	Institutional Effectiveness	No cost	
	Assessments Updated		Finalized Assessments shown through meeting minutes	The assessment plan will be reviewed at all appropriate meetings as well as in a training session for all required personnel and then used as the plan dictates.	Institutional Effectiveness	No cost	
	Strategic Plan Training		In-Service meeting minutes	Reviewed at the start of the next appropriate meeting to discuss any relevant issues that arise	Institutional Effectiveness	No cost	
Implementation of Comprehensive Calendar	Actual calendar	A copy of the calendar will be printed at the end of each year and remain on file for at least seven years.	Institutional Effectiveness	No cost			

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Including Assessment and Business Data
Year-One New Initiatives Implementation

GOALS	YEAR-ONE (2015-2016)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Job Placement Tracking	A3. Develop yearly metrics that pursue all students who have graduated from the institution	Finalized plan shown through meeting minutes and the results produced in reports	A report will be produced on an annual basis containing this information	Institutional Effectiveness	No cost
HEALTH AND SECURITY	Federal and State Compliance Review and Update	A7. Strengthen the understanding of all guidelines required of the institution	Clergy Report filed annually	Copies of the report will remain on file in the appropriate place for at least seven years	Dean of Students	No cost
	Campus Training (Suicide, Sexual Harassment, CPR, Abuse, Drug and Alcohol Prevention)		Surveys	IE will compile all of the data and distribute reports within one month	Dean of Students	No cost
PLANT, PROPERTY, AND EQUIPMENT	Plan for Evaluation of Plant, Property, and Equipment	A7. Improve the visual attractiveness of the campus	Plan produced and implemented	Completed plan will be distributed to all personnel as well as posted in all required spaces.	Institutional Effectiveness, Business Leadership Department Head	No cost
	Residence Hall Renovation		Annual projects completed	Once completed it will be reported in appropriate meeting minutes	Dean of Students	Donations
	Media Center Plan – Increase Physical and Online Holdings, etc.	A4. Expand the resources available to all students, faculty, and staff	Student Life Surveys	At the end of each semester; IE will compile all of the data and distribute reports within one month.	CAO, Director of Media Center, Librarian	\$4,500
PUBLICATIONS AND POLICIES AND PROCEDURES	P&Ps to Be Reviewed and Updated: Student Development, Health and Security, and Institutional Advancement	A7. Enhance the guidance for the institution in order to maintain effective oversight	A-Team Meetings and an Annual Worksheet for each of our 12 Institutional Goals	Reviewed at the start of the next meeting; worksheet will be assessed for completion at the end of each year by IE	Student Development and Health and Security, Dean of Students, Institutional Advancement, Chancellor, A-Team	No cost
FINANCIAL OPERATIONS *	Metrics	A7. Broaden the knowledge of all personnel on the significance of the budget in running the institution productively	Monthly worksheets	This will be based on recruitment data and will be assessed by IE and produced in reports for discussion.	CFO, Institutional Effectiveness	No cost
	Scholarship Information Updated		New brochure produced	Once the brochure is completed, it will be used as a recruitment tool for all interested students.	CFO, Financial Aid Administrator, Scholarship Committee	No cost
	Financial Aid Brochure Updated		New brochure produced	Once the brochure is completed, it will be used as a recruitment tool for all interested students.	CFO, Financial Aid Administrator	In-house printing cost
	* <i>The estimated income for all Year-One Initiatives is \$4,500.</i>					

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Two New Initiatives Implementation

GOALS	YEAR-TWO (2016-2017)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET	
GOVERNANCE	Plan for More Board Diversity	A7. Provide effective oversight for the institution as a whole so that it continues to grow and produce men and women who desire to serve the Lord	Board Meeting Minutes	Reviewed at the start of the next meeting	Chairman of the Board	No cost	
	Review and Discussion of Expectations by Board Members						
ADMINISTRATION AND STAFF	Update Job Descriptions, Task Lists, and Organizational Chart (if needed)	A7. Strengthen the comprehension of all ethos and essential components that maintain the effectiveness of the institution	Job Descriptions and Organizational Chart approved in appropriate meeting minutes	Reviewed at the start of the next meeting	IBCS President, Institutional Effectiveness	No cost	
EDUCATIONAL PROGRAMS	Undergraduate and Graduate Education Program Review	A4. Strengthen the academic domain of the institution so that all students are growing in their cognitive, affective (including spiritual) and psychomotor skills	Program Review Forms and Academic Committee Meetings	Reviewed at Academic Committee Meetings; any changes that need to be made based on program reviews will be discussed and implemented according to the plan outlined, in the meeting discussion. All follow-up will also be available in meeting minutes and in the appropriate forms and votes.	CAO, UAO, GAO, Department Head, Institutional Effectiveness	No cost	
	Implementation of Critical Thinking and Writing Rubrics		Rubrics completed and implemented with all professors including samples turned in at the end of each semester	Rubrics will be collected and kept in student files. Copies will also be collected for assessment and evaluation.	CAO, UAO	No cost	
	Remedial Course Schedule Implemented		Course schedule published and end of course evaluation	IE will assess all of the data collected on end-of-course evaluations and produce a report one month after the end of each semester.	CAO, UAO	No cost	
	Student Support Services Plan Developed		Meeting Minutes	Reviewed at the start of the next meeting. Also assessed in student surveys and compiled by IE into a report.	CAO, UAO	No cost	
	Implementation of National Norm Tests		Testing Data	All scores will be gathered and kept as a part of each student's academic records and will be used as marketable data, when appropriate.	CAO, UAO, Institutional Effectiveness	Depending on the specific tests chosen, the price per test will be based on the number of students enrolled at IBCS.	
	Plan for Undergraduate Education Students to Be in the Classroom (TCA) Starting their Freshman Year		A6. Assimilate the advancement of all students to validate their proficiency in a specific area of study	Education Department teaching plan developed and approved by appropriate committee and listed in the meeting minutes	Once students are in the classroom, specific classroom observation forms, teacher forms, and student forms will be developed as a part of this process to assess the student teachers.	CAO, UAO, Department Head, Institutional Effectiveness	No cost
	Implementation of Student Portfolio Requirements			Student Portfolios	Finalized plan at implementation will be assessed through course evaluations and compiled through IE.	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	Depending on the finalized plan and application chosen, the cost will vary based on a per-student basis.
	Discuss Online Education and New Degree Research		A7. Expand the academic opportunities for all new and returning students.	Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Institutional Effectiveness	No cost

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Including Assessment and Business Data
Year-Two New Initiatives Implementation

GOALS	YEAR-TWO (2016-2017)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Discuss SARA		Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, CAO, UAO, Institutional Effectiveness	No cost
FACULTY	Increased Local and Online Training for All Faculty	A7. Enhance the expertise of professors as they disciple students in and outside the classroom	Yearly compilation (worksheet) of all training received by any IBCS personnel	Data will be compiled by IE and included in an annual report to all relevant constituents.	CAO, UAO, GAO	No cost
	Conferences		Yearly compilation (worksheet) of all conferences attended by IBCS personnel	Surveys will be completed when training sessions are held on conferences faculty members have attended and then will be assessed and a report produced by IE.	IBCS President, CAO, UAO, GAO, CFO, Institutional Effectiveness	\$4,000
ENROLLMENT MANAGEMENT	Increased Presence in Schools, Churches, Conferences, etc.	A7. Expand the number of contacts the institution is making with prospective students in order to facilitate their process of deciding where they are being called in their lives	Yearly compilation (worksheet) of all events attended	IE will produce a report at the end of each academic year that details all of the events and the number of contacts that are a direct result of each proceeding.	Institutional Effectiveness, Admissions Office	\$3,500
	Discuss Men's Team and Its Role or the Possibility of Modifying Its Purpose		Meeting Minutes	Reviewed at the start of the next meeting.	Institutional Effectiveness	No cost
	Recruitment Calendar		Actual Calendar	Reviewed at the start of the next meeting; a copy of all calendars will be printed at the end of each year and kept on file for at least five years.	Institutional Effectiveness, Admissions Office	No cost
	Research Starting a Camp Team		Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
	Plan for Evaluating the Success of IBCS's Graduates		A3. Develop yearly metrics that pursue all students who have graduated from the institution	Research and meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness
STUDENT DEVELOPMENT	Internship Plan	A5. Cultivate the social proficiencies needed within the students for their specific degrees	Actual plan developed and implemented	Internships will have a specific evaluation form developed for this purpose. Once that is developed, IE will assess those forms at the end of each academic year and produce a report to share with all required personnel.	Dean of Students, CAO, UAO	No cost
	Financial Literacy Training	A6. Develop essential life skills in all students before graduation	Surveys	IE will compile all of the data and distribute reports within one month.	Dean of Students	No cost; volunteers and/or staff members can lead this training session.

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
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Including Assessment and Business Data
Year-Two New Initiatives Implementation

GOALS	YEAR-TWO (2016-2017)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
INSTITUTIONAL ADVANCEMENT	Marketing Strategy	A7. Increase the visibility and contacts with new and previous students and stakeholders	Actual plan developed and implemented	Once the plan is developed and implemented, the institution will be able to count the number of contacts and/or “touches” received as a direct result of the plan.	Chancellor, IBCS President	No cost
INSTITUTIONAL EFFECTIVENESS	Grant Research	A7. Foster a culture that demonstrates the importance and recognizes the value of this initiative	Apply for grants, if available	If any grants are available that fit with the mission of IBCS, then grants will be applied for at the appropriate time.	Institutional Effectiveness	No cost
	Strategic Plan and Assessment Plan Reviewed and Assessed for Implementation and Effectiveness (Reports)		Plan assessed and discussed as shown through meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, IBCS President, Chairman of the Board	No cost
	Reevaluate Continuation Initiatives		Meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, IBCS President, Chairman of the Board	No cost
HEALTH AND SECURITY	Campus Health Program (Manual)	A7. Strengthen the security of the institution to provide a secure environment	Actual manual developed and implemented	Once the manual is published, it will be kept on file for at least seven years. Also, a complete plan of how to evaluate the program will be developed once the manual is complete.	Dean of Students	No cost
	Discuss the Necessity for Any Additional Campus Security		Meeting minutes	Reviewed at the start of the next meeting	Dean of Students	IBCS is still in the research phase of determining the best process for the institution. Once that is determined, a more specific budget can be developed for implementation.
	Campus Training Rotation		Survey	IE will compile all of the data and distribute reports within one month.	Dean of Students	Once the schedule is determined, costs for each training session can be set based on the specific instructor needed.
PLANT, PROPERTY, AND EQUIPMENT	Expansion Planning	A7. Improve the visual attractiveness of the campus	Meeting minutes	Reviewed at the start of the next meeting	IBCS President, Chancellor, Chairman of the Board	No cost
	Discuss and Plan for Increased Physical Education/Workout Facility for Staff and Students	A6. Expand the resources available to all students, faculty, and staff	Meeting minutes	Reviewed at the start of the next meeting	Dean of Students	No cost

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Year-Two New Initiatives Implementation

GOALS	YEAR-TWO (2016-2017)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
PUBLICATIONS, POLICIES AND PROCEDURES	Review of Federal, State, and Accreditation Requirements for Compliance of Publications	A7. Enhance the guidance for the institution in order to maintain effective oversight	Meeting minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
	P&Ps to Be Reviewed and Updated: Educational Programs, Faculty, and Governance		Meeting minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Chairman of the Board	No cost
FINANCIAL OPERATIONS*	Financial Review and Update	A7. Broaden the knowledge of all personnel on the significance of the budget in running the institution productively	Meeting minutes	Reviewed at the start of the next meeting	CFO	No cost
* <i>The estimated income for all Year-Two Initiatives is \$7,500.</i>						

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Three New Initiatives Implementation

GOALS	YEAR-THREE (2017-2018)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
GOVERNANCE	Handbook Reviewed and Updated	A7. Provide effective oversight for the institution as a whole so that it continues to grow and produce men and women who desire to serve the Lord.	Actual handbook and meeting minutes	Reviewed at the start of the next meeting	Chairman of the Board	No cost
ADMINISTRATION AND STAFF	Increased Training Schedule	A7. Strengthen the comprehension of all ethos and essential components that maintain the effectiveness of the institution.	Actual schedule produced	Surveys will be completed at the end of each training session. IE will assess the data and produce a report that is distributed to all appropriate personnel.	IBCS President	No cost
EDUCATIONAL PROGRAMS	Graduate School Review (Seminary)	A4. Strengthen the academic domain of the institution so that all students are growing in their cognitive, affective (including spiritual), and psychomotor skills	Program Review Forms and Academic Committee Meetings	Reviewed at Academic Committee meetings; any changes that need to be made based on program reviews will be discussed and implemented according to the plan outlined in the meeting discussion. All follow-up will also be available in meeting minutes and in the appropriate forms and votes.	CAO, GAO, Department Heads, Institutional Effectiveness	No cost
	IBCS@W Review and Evaluation		Program Review Forms and Academic Committee Meetings	Reviewed at Academic Committee meetings; any changes that need to be made based on program reviews will be discussed and implemented according to the plan outlined in the meeting discussion. All follow-up will also be available in meeting minutes and in the appropriate forms and votes. Since this is a Teaching Site, at least one to two individuals will also visit the site to perform an on-campus assessment of the facilities and classes as well as conduct in-person evaluations of faculty.	CAO, GAO, Institutional Effectiveness	\$400
	Student Support Services Plan Implemented		Actual Plan and Surveys	Surveys will be collected at the end of each academic year and assessed by IE. A report will be produced and distributed to all appropriate personnel.	CAO, UAO, Department Heads, Institutional Effectiveness	No cost
	Decide on Online Education and New Degree Implementation	A7. Assimilate the advancement of all students to validate their proficiency in a specific area of study	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, CAO, UAO, Institutional Effectiveness	No cost
	Music Department Planning for Commencement Concerts to Include Guest Artists		Meeting Minutes	Reviewed at the start of the next meeting	UAO, Department Head	No cost
	FACULTY	Community Outreach-Faculty Teaching Classes at Other Churches, Community Partner Institutions Plan	A7. Improve the desire of the faculty to identify the ethos and essentials that define the institution and how it prepares men and women for their future ministries	Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Chancellor, IBCS President
Conferences		Yearly compilation (worksheet) of all conferences attended by IBCS personnel		Surveys will be completed when training sessions are held on conferences faculty members have attended and then will be assessed and a report produced by IE.	IBCS President, CAO, UAO, GAO, CFO, Institutional Effectiveness	\$4,000

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Including Assessment and Business Data
Year-Three New Initiatives Implementation

GOALS	YEAR-THREE (2017-2018)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Create a Professional Development Plan for All Faculty on a Rotation Basis		Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Institutional Effectiveness	No cost
ENROLLMENT MANAGEMENT	Website Updated	A7. Expand the number of contacts the institution is making with prospective students in order to facilitate their process of deciding where they are being called in their lives	Meeting Minutes and Actual Website	The website will go live as soon as it is completed. IBCS will consider adding a question to the end-of-semester surveys once they are completed to determine how the students like the new look.	Institutional Effectiveness, Admissions Office	At this point, a price is not determined. IBCS will work with companies to get quotes before beginning the update.
	Discuss the Viability of Music Recruitment Events for Fall and Spring		Meeting Minutes	Reviewed at the start of the next meeting		No cost
	Develop All Materials for the Camp Team	A6. Expand the opportunities for students to succeed in ministry outside of the classroom before graduation and mentor other future leaders in their walk with Christ	Actual materials completed	Materials will be reviewed in appropriate meetings and noted in meeting specific minutes		Printing costs (in-house) only
	Develop a Plan for Determining the Level of Student Performance	A3. Develop metrics that provide the data needed to establish the effectiveness of mentoring IBCS students	Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, CAO, UAO	No cost
STUDENT DEVELOPMENT	Discuss an On-Campus Event for Students, Prospective Students, Community/Church Members, IBCS/Campus Employees, etc.	A5. Provide supplementary opportunities for students to develop their social skills, build relationships, and increase their knowledge of effective leadership	Meeting Minutes	Reviewed at the start of the next meeting	Dean of Students	No cost
	Plan for Increased Music Concerts		Meeting Minutes	Reviewed at the start of the next meeting	CAO, Department Heads	No cost
INSTITUTIONAL ADVANCEMENT	Increased Number of Contacts (Mailings, Emails, etc.)	A7. Expand the familiarity of the institution with other stakeholders and new contacts	Contact list	A list will be available at the end of each academic year to document all of the new contacts gained during that time period.	Chancellor, IBCS President	Mailings–printing costs (in-house) only plus postage
INSTITUTIONAL EFFECTIVENESS	Strategic Plan and Assessment Plan Reviewed and Assessed for Implementation and Effectiveness (Reports as well as Comparison Analysis)	A7. Foster a culture that demonstrates the importance and recognizes the value of this initiative	Report and documentation	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
	Discuss the Evaluation of the Structure and Goals of IBCS		Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, IBCS President, Chairman of the Board	No cost

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Three New Initiatives Implementation

GOALS	YEAR-THREE (2017-2018)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
HEALTH AND SECURITY <i>New Initiative(s):</i>	Campus Training Rotation	A7. Strengthen the understanding of all guidelines required of the institution	Survey	IE will assess the data and produce a report for distribution to all appropriate personnel.	Dean of Students	Once the schedule is determined, costs for each training session can be set based on the specific instructor needed.
PLANT, PROPERTY, AND EQUIPMENT	Plan a Media Center Annual Book Drive	A4. Expand the resources available to all students, faculty, and staff	Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO	No cost
	Informational Technology Plan	A7. Provide guidance and expansion procedures for infrastructure	Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, IT	No cost
PUBLICATIONS, POLICIES AND PROCEDURES	Move from Print to Online Publications	A7. Enhance the guidance for the institution in order to maintain effective oversight	Actual documents online	IBCS will add a question to the student end-of-year surveys to determine if the students like all of the documentation online or if they liked the printed material better.	IT	No cost SAVINGS!
	P&Ps to Be Reviewed and Updated: Plant, Property, and Equipment; Administration and Staff; and Enrollment Management		Meeting Minutes	Reviewed at the start of the next meeting	Business Leadership Department Head, IBCS President, Institutional Effectiveness	No cost
FINANCIAL OPERATIONS	Financial Review and Update	A7. Broaden the knowledge of all personnel on the significance of the budget in running the institution productively	Meeting Minutes	Reviewed at the start of the next meeting	CFO	No cost
	* <i>The estimated income for all Year-Three Initiatives is \$4,400.</i>					

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Four New Initiatives Implementation

GOALS	YEAR-FOUR (2018-2019)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
GOVERNANCE	Comparison Analysis and Review of Evaluations with Board Members	A7. Provide effective oversight for the institution as a whole so that it continues to grow and produce men and women who desire to serve the Lord.	Documentation presented and meeting minutes	Reviewed at the start of the next meeting	Chairman of the Board	No cost
ADMINISTRATION AND STAFF	Discuss the Possibility of Having a Certified Counselor on Staff	A1. Expand the availability of personnel on campus to mentor students and maintain the effectiveness of the institution	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President	No cost
EDUCATIONAL PROGRAMS	Music Department Review	A4. Strengthen the academic domain of the institution so that all students are growing in their cognitive, affective (including spiritual), and psychomotor skills	Program Review Forms and Academic Committee Meetings	Reviewed at Academic Committee meetings; any changes that need to be made based on program reviews will be discussed and implemented according to the plan outlined in the meeting discussion. All follow-up will also be available in meeting minutes and in the appropriate forms and votes.	CAO, UAO, Department Head, Institutional Effectiveness	No cost
	Christian Service Degree Review		Program Review Forms and Academic Committee Meetings	Reviewed at Academic Committee meetings; any changes that need to be made based on program reviews will be discussed and implemented according to the plan outlined in the meeting discussion. All follow-up will also be available in meeting minutes and in the appropriate forms and votes.	CAO, UAO, Department Head, Institutional Effectiveness	No cost
	Run Online Education or New Degree if Implemented and/or Continue Research on the Possibility of a New Degree in Future Years		Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, Institutional Effectiveness	Depending on the decisions made from previous research, IBCS will not know the cost of this planning item until later in the cycle.
	Music department Implementation of Guest Artists During Commencement Concerts	A7. Expand the diversity of offerings IBCS provides for the students throughout their time at the institution	Actual program documenting the guest artist	The program will be kept in the appropriate file for at least seven years to document the guest artists' performances	UAO, Department Head	Depending on the guest artist chosen, this fee will vary
FACULTY	Develop Faculty Publication Rotation	A7. Enhance the expertise of professors as they disciple students inside and outside the classroom	Actual rotation published	Once the publication schedule is in place, professors will begin to publish and those will be placed in their personnel files.	CAO, UAO, Institutional Effectiveness	No cost
	Develop a Policy Including the Guidelines and Ethical Issues to Be Followed if Completing Research along with IRB Documentation		Actual policy published	Once the policy is developed, it will be added to the Policy and Procedures Manual so that all guidelines can be adhered to as professors begin to complete research and publish.	CAO, UAO, Institutional Effectiveness	No cost

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Four New Initiatives Implementation

GOALS	YEAR-FOUR (2018-2019)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Possible New Faculty Members		Meeting Minutes	Reviewed at the start of the next meeting	IBCS President	Depending on the growth of the student body, IBCS may need to hire another part-time or full-time faculty member who will be paid the rate available at the time of hire.
	Conferences		Yearly compilation (worksheet) of all conferences attended by IBCS personnel	Surveys will be completed when training sessions are held on conferences faculty members have attended and then will be assessed and a report produced by IE.	IBCS President, CAO, UAO, GAO, CFO, Institutional Effectiveness	\$4,000
ENROLLMENT MANAGEMENT	Ministry Team Review	A5. Expand the opportunities for students to succeed in ministry outside of the classroom before graduation and mentor other future leaders in their walk with Christ.	Meeting Minutes	Reviewed at the start of the next meeting.	Institutional Effectiveness, Admissions Office	No cost
	Implement Camp Team		Surveys and Worksheets	Reviewed at the start of the next meeting	Institutional Effectiveness	IBCS will not know the final cost of this initiative until after the research and planning process has taken place during the previous years.
	Discuss the Viability of a Music Department CD	A6. Assimilate the advancement of all students to validate their proficiencies in a specific area of study	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, Department Heads	No cost
STUDENT DEVELOPMENT	Discuss Spring/Fall Event for Students Planned by Staff	A3. Guide students as they begin to explore what God's calling is for their lives	Meeting Minutes	Reviewed at the start of the next meeting	Dean of Students	No cost
	Discuss Viability of L.I.F.E. Graduate Assistant	A6. Assimilate the advancement of all students to validate their proficiencies in a specific area of study	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, Dean of Students	No cost
INSTITUTIONAL ADVANCEMENT	Fundraise/Donors for Scholarships	A7. Increase the visibility and contacts with new and previous students and stakeholders	Actual list of donors	At the end of each fiscal year, the CFO produces a list of all funds raised to support the institution.	Chancellor, IBCS President	No cost
	Increase Contact List		Actual list of contacts	At the end of each fiscal year, the Chancellor will produce a list of all new contacts made over the course of the year.	Chancellor, IBCS President	No cost
INSTITUTIONAL EFFECTIVENESS	Conduct a New SWOT Analysis	A7. Foster a culture that demonstrates the importance and recognizes the value of this initiative.	SWOT Analysis Documentation	SWOT Analysis will be conducted during the first semester of the academic year, then a report will be produced less than a month later by IE and distributed to all relevant personnel and constituents.	Institutional Effectiveness	No cost

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Four New Initiatives Implementation

GOALS	YEAR-FOUR (2018-2019)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
	Strategic Plan and Assessment Plan Reviewed and Assessed for Implementation and Effectiveness (Reports as well as Comparison Analysis)		Report and Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
HEALTH AND SECURITY	Handbooks Updated	A7. Strengthen understanding of all guidelines required of the institution	Actual handbooks	New handbooks are produced at the beginning of each academic year. Copies of all handbooks will remain on file for at least seven years.	Dean of Students	No cost
	Campus Training Rotation		Survey		IE will compile all of the data and distribute reports within one month.	Dean of Students
PLANT, PROPERTY, AND EQUIPMENT	Music Facilities Expansion Planning	A7. Improve the visual attractiveness of the campus	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, Business Leadership Department Head	No cost
PUBLICATIONS AND POLICIES AND PROCEDURES	P&Ps to be Reviewed and Updated: Institutional Effectiveness and Financial Operations	A7. Enhance the guidance for the institution in order to maintain effective oversight	Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness, CFO	No cost
FINANCIAL OPERATIONS	Financial Review and Update	A7. Broaden the knowledge of all personnel on the significance of the budget in running the institution productively	Meeting Minutes	Reviewed at the start of the next meeting	CFO	No cost
* The estimated income for all Year-Four Initiatives is \$4,000.						

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Five New Initiatives Implementation

GOALS	YEAR-FIVE (2019-2020)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
GOVERNANCE	Discuss Possibility of IBCS Becoming a 501 (c)3	A7. Provide effective oversight for the institution as a whole so that it continues to grow and produce men and women who desire to serve the Lord	Meeting Minutes	Reviewed at the start of the next meeting	Chairman of the Board	No cost
	Review and Plan		Meeting Minutes	Reviewed at the start of the next meeting	Chairman of the Board	No cost
ADMINISTRATION AND STAFF	Update Job Descriptions, Task Lists, and Organizational Chart (if needed)	A7. Strengthen the comprehension of all ethos and essential components that maintain the effectiveness of the institution	Meeting Minutes and Finalized Product (if applicable)	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
	Review and Plan		Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, Institutional Effectiveness	No cost
EDUCATIONAL PROGRAMS	Review of the following programs: <ul style="list-style-type: none"> • B.A. in Bible and Business Leadership • General Education Curriculum • Certificate • Associate's Degree 	A4. Strengthen the academic domain of the institution so that all students are growing in their cognitive, affective (including spiritual), and psychomotor skills	Program Review Forms and Academic Committee Meetings	Reviewed at Academic Committee meetings; any changes that need to be made based on program reviews will be discussed and implemented according to the plan outlined in the meeting discussion. All follow-up will also be available in meeting minutes and in the appropriate forms and votes.	CAO, UAO, Department Heads, Institutional Effectiveness	No cost
	Dual Enrollment/TCA Plan		Meeting Minutes	Reviewed at the start of the next meeting	TCA DE Liaison	No cost
	Review Either Research or New Program Implementation		Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, Institutional Effectiveness	No cost
	Review and Plan		Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost
FACULTY	Faculty Publications	A7. Enhance the expertise of professors as they disciple students in and outside the classroom.	Actual copies of the publications.	All publications by faculty will be kept in their personnel files for as long as they remain employed at IBCS.	CAO, UAO, GAO	\$5,000
	Conferences		Yearly compilation (worksheet) of all conferences attended by IBCS Personnel	Surveys will be completed when training sessions are held on conferences faculty members have attended and then will be assessed and a report produced by IE.	IBCS President, CAO, UAO, GAO, CFO, Institutional Effectiveness	\$4,000
	Review and Plan		Meeting Minutes	Reviewed at the start of the next meeting	CAO, UAO, GAO, Department Heads, Institutional Effectiveness	No cost
ENROLLMENT MANAGEMENT	Review and Plan	A7. Expand the number of contacts the institution is making with prospective students in order to facilitate their process of deciding where they are being called in their lives	Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
STUDENT DEVELOPMENT	Review and Plan	A2. Develop students who desire to serve the Lord.	Meeting Minutes	Reviewed at the start of the next meeting	Dean of Students, Institutional Effectiveness	No cost
INSTITUTIONAL ADVANCEMENT	Review and Plan	A7. Expand the familiarity of our institution with other stakeholders and new contacts.	Meeting Minutes	Reviewed at the start of the next meeting	Chancellor	No cost

INTERNATIONAL BAPTIST COLLEGE AND SEMINARY
FIVE-YEAR STRATEGIC PLAN
Including Assessment and Business Data
Year-Five New Initiatives Implementation

GOALS	YEAR-FIVE (2019-2020)	OBJECTIVE AND ALIGNMENT	ASSESSMENT	COMPLETION AND REPORTING	PERSON RESPONSIBLE	BUDGET
INSTITUTIONAL EFFECTIVENESS	Develop 2020-2025 strategic plan and assessment plan	A7. Foster a culture that demonstrates the importance and recognizes the value of this initiative.	Meeting Minutes and Actual Documents	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
	Review and Plan		Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
HEALTH AND SECURITY	Review and Plan	A7. Strengthen understanding of all guidelines required of the institution	Meeting Minutes	Reviewed at the start of the next meeting	Dean of Students	No cost
	Campus Training Rotation		Survey	IE will compile all of the data and distribute reports within one month.	Dean of Students	Once the schedule is determined, costs for each training session can be set based on the specific instructor needed.
PLANT, PROPERTY, AND EQUIPMENT	Expansion Planning Review and Implementation (First Priority/Funds Available)	A7. Improve the visual attractiveness of the campus	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, CFO	Depending on the finances available and the decision made for the first priority project the cost will be variable.
	Prepare for Next Strategic Plan		Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
PUBLICATIONS AND POLICIES AND PROCEDURES	Review P&P Manual	A7. Enhance the guidance for the institution in order to maintain effective oversight	Meeting Minutes	Reviewed at the start of the next meeting	IBCS President, Institutional Effectiveness	No cost
	Review for Modifications in Future Rotations		Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
	Prepare for Next Strategic Plan		Meeting Minutes	Reviewed at the start of the next meeting	Institutional Effectiveness	No cost
FINANCIAL OPERATIONS*	Update Business Plan	A7. Broaden the knowledge of all personnel on the significance of the budget in running the institution productively	Meeting Minutes	Reviewed at the start of the next meeting	CFO, Institutional Effectiveness	No cost
	* The estimated income for all Year-Five Initiatives is \$9,000.					
* The estimated total income for all Initiatives is \$55,800.						