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The Strategic Goals

To discuss possible strategic goals, we distributed a survey to assess interest of various stakeholders. (See Assessment Report: Strategic Planning Survey Report.) We then met with a board representative and followed up with faculty and administrators to solicit input on the tactics necessary for achieving these goals.

The following table includes our seven strategic goals, as well as action items (tactics) to achieve them over the next five years. Some of these goals can be considered components of other goals.

Throughout the year, we monitor progress on achieving these goals. At the end of the year, we review what was and what was not done so that we can make adjustments to the next revision of the Five-Year-Strategic Plan. The annual revisions of the Five-Year-Strategic Plan is to receive annual input from what we discover in our assessment process. Furthermore, the updated Five-Year-Strategic Plan is always used in creating a new annual budget.

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Strategic Goal 1: Achieve and Maintain Accreditation					
Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.					
2018-19					
1.	Submit completed Matrix	February	President		
2.	Request staff visit to obtain official permission to begin self study				
3.	Submit self-study proposal (including acceptance of our timeline)				
4. Mission & Objectives Report 2019	On the Mission and Objectives surveys, some respondents were confused by the format and only marked every other column. The format has should be revised for the next time it is used.	Summer	Dir of Inst Effectiveness		
5. A) 2019 Assessment Plan Review Form B) Student Perspectives and Satisfaction Survey	Train Saeed to help with distribution of assessment instruments (including giving instructions to respondents, going to classes to distribute and collect instruments, tracking that we have an adequate number of respondents).	Spring	Dir of Inst Effectiveness		
2019-20					
6.	Complete and Submit self study	April	Dir of Inst Effectiveness		

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7.	Arrange to host team visit	Spring	???	\$13,000	
8.	Respond to Site Visit Report		Dir of Inst Effectiveness		
9.	Appear before Commission on Accreditation	October	Board Chair and selected employees	\$1,500 - \$4,000	
2020-21					
10.					
11.					
2021-22					
12.					
13.					
2022-23					
14.					
15.					
<p>Strategic Goal 2: Professionally Develop Team Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.</p>					
2018-19					

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16.	Hire accreditation consultant to train team	April 2018	Board Chair		Although he was hired in the Spring of 2018, we list this here to remind us of the purpose of our meetings
17.	Add Spiritual Interview Forms to faculty file requirements	Spring	Abigail	Dr. Agron will send the form	
18.	Revise contracts to include a six-month probationary period	Spring	Dr. Agron will propose revision		
19.	Send Board Chair to annual ABACC Conference	February	Board Chair	\$700	
20.	Implement plans for a faculty development day each semester		Academic Dean	\$800	
21. 2019 Institutional Objectives Assessment Chart	Use the data from the Performance Facts Sheet in the Institutional Goals Table	Spring	Dir of Institutional Effectiveness		
22. 2019 Program Outcomes Chart	For the purposes of statistical reliability, collect more Alumni Surveys for the report that will be completed at the end of the Spring 2019 semester. Consider whether more Program Objectives Surveys are needed beyond the ones that were submitted late.	Spring	Dir of Institutional Effectiveness		

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23. 2019 Alumni Survey	The academic dean will lead a committee to write a report that explores why we have so many objectives that the Alumni Survey showed we did not reach. Is this merely the result of too few surveys? Is it the result of the type students we have in our school (e.g., do we have theology students that are not serious followers or servants of Jesus)? Are our goals too high? If the committee thinks the goals are too high, suggest easier percentages.	Summer (June or July)	Academic Dean		
24. 2019 Employee Evaluations Report	Remind the president and academic dean that before hiring people, they must be agreed upon / interviewed by the board chair, president, program director (or faculty member designated by program director) and director of institutional effectiveness.	Spring	Dir of Institutional Effectiveness		
25. 2019 Employee Evaluations Report	Some of the wording on the forms needs improving. A review of the evaluation forms should be added to the Five-Year Strategic Plan.	Spring	Dir of Institutional Effectiveness		
2019-20					
26.	Send Board Chair and Academic Dean to annual TRACS conference	October	Board Chair	\$800	
27. Employee Evaluations 2019	Review job descriptions and employee evaluation forms	Spring	Accreditation consultant		

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28.	Review and revise all handbooks	Entire Year	Accreditatio n Consultant		
29.	Require that all faculty complete specified LIRN Webinars twice per year	Entire Year	Academic Dean		
30. Employee Evaluations 2019	Review the duties of the CFO and the Student Dean from the evaluation forms.	Fall	Board Chair, President, Consultant		
31.	The academic dean will occasionally observe classes and offer useful feedback		Academic Dean		
2020-21					
32.	Send President to annual TRACS conference	October	President	\$700	
33.					
2021-22					
34.	Send Board Chair and Academic Dean to TRACS conference	October	Board Chair	\$1100	
2022-23					
35.	Send President to annual TRACS conference	October	President	\$900	
Strategic Goal 3: Grow Student Body					
Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.					
2018-19					
36.	Prepare brochure showing recruiting programs and scholarships		???		

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37.	Prepare Pastoral Recommendation Certificates and similar certificates for local business people who guest lecture		???	Consultant Agron will explain	
38.	Assign or hire a sales-minded person to contact local churches and build relationships with their leaders (possibly one Latino and one African American). Promote programs such as the Pastoral Recommendation Certificate, events and workshops at their churches, open house events and rotating certificates (e.g., Each semester offer one free class to a different group [Sunday school teachers, worship leaders, pastors wives, elders...]).		???	\$10,000 Work with accreditation consultant in developing this program and its procedures	
2019-20					
39.	Develop a "Friend Recommendation Scholarship Certificate." A student or alumnus can give it to a spouse or friend who has never had a class at our school for one free class.		???	Consultant Agron will explain	
40.	Develop a "Bring a Friend Night" with short classes, games and prizes, scholarship certificates and response cards		???	Consultant Agron will explain	
41.	Prepare Substantive Change Application to add Acupuncture and Oriental Medicine		Dir.of Inst. Effectiveness		
42.	Develop website in more languages		???		

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2020-21					
43.	Outreach to alumni and current students encouraging them to invite others by letting them give a \$50 tuition discount certificate to anyone who wants to try a class here for the first time		???	Consultant Agron will explain	
44.	Invite local business people to be guest lecturers, take them to lunch, give an honorarium and give them a couple of \$50 tuition discount certificate to anyone who wants to try a class here for the first time		???	Consultant Agron will explain	
45.	Engage a competent third-party servicer to help us apply to the US Department of Education to distribute Federal Student Financial Aid (Title IV). Include discussions of who we need to hire, how we need to set up our offices, procedures to follow and how to register for the US Department of Education regional meeting for becoming eligible.		???	Consultant Agron will advise	
46.	Hire part-time financial aid officers: Identify a careful and trainable persons who can do detailed paperwork. (Have our Third-Party Servicer help us choose proper candidates.)		???	\$24000	

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47.	Develop a Study and Tour summer program for people coming on tourist visas (e.g., read before arrive, have intensive courses with tours on weekends or between/after courses). Touring could include Sea World, Lego Land, Universal Studios, the beach, Hurst Castle, Grand Canyon...		???	\$5000	
2021-22					
48.	Register for USDE Regional Meeting		President	\$300	
49.	Begin offering Title IV. Promote this to local churches.				
2022-23					
50.	Add distance education		Academic Dean		
Strategic Goal 4: Improve and further develop support services for students					
Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.					
2018-19					
51.	Put a notice in the hallway that we can provide a simple snack (e.g., ramen) in the office	Fall	Dir of Student Services		
52. 2019 Student Satisfaction and Perspectives Survey	Instruct team of the student complaint procedures and form kept by the Director of Student Services	Spring	Dir of Student Services		
2019-20					

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53.	Upgrade academic advising. Require a signature from a student advisor before registering	Fall	Academic Dean		
54. 2019 Student Perspectives and Satisfaction Survey	Evaluate how new campus management software can only allow a student to register after having an academic advising appointment.				
55.	Set up a place and times for a student tutoring and writing lab	Spring	Academic Dean	\$250	
56.	Implement career and job search skills in a capstone for each program	Spring			
57. 2019 Student Satisfaction and Perspectives Survey	During student orientation, train students in how to understand a curriculum chart so that they know how to cross-check a course schedule with the courses they need to graduate. Also tell them that an advising appointment is required before registration.	Fall	Dir of Student Services		
58. 2019 Student Satisfaction and Perspectives Survey	Add a \$2,000/year budget line for computer lab and technical equipment.	Fall	CFO		
59. 2019 Student Satisfaction and Perspectives Survey	Put a sign on the door of the computer lab letting students know it is available for them	Fall	Dir of Student Services		
2020-21					

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60. A) 2019 SWOT Analysis B) 2019 Student Satisfaction and Perspectives Survey	set up a student government. Charge a student fee to be used for the student government to plan social events, outings, parties.... The director of student services should approve the student government's budget and only release funds when the expenses are appropriate.	Fall	Dir of Student Services		
2021-22					
61.					
2022-23					
62. Student Satisfaction and Perspectives Survey	Set up Placement Office				
Strategic Goal 5: Spiritual Enrichment - Set in motion processes to evangelize and disciple students					
Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.					
2018-19					
63. A) 2019 Mission and Institutional Objectives Report B) Spiritual Disciplines Survey Report	Implement a plan that all students in a specific required class have assignments where they write an essay on how to receive Christ and grow in the LORD. This will include quoting the verses and writing them on an essay test. Specify a class in each program.		Academic Dean		

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64.	Plant a church on campus or nearby and give fieldwork opportunities to our students		Dr. Hong		
2019-20					
65.	Set up a weekly chapel twice per week with a goal of getting students there at least once per week. Consider chapel cards to track attendance and/or tickets that can be exchanged for a free snack or meal right afterwards		???		
66.	Place posters with scripture verses around campus		???	\$50	
2020-21					
67.	Set up a fieldwork program (for credit) for students to engage in ministry in local churches. This should also bless the local churches by supplying Sunday school teachers and other volunteers.		Academic Dean	\$3,000	
2021-22					
68.					
2022-23					
69.					
<p>Strategic Goal 6: Develop Facilities/Campus (e.g., improve, upgrade, beautify, possibly add or relocate...)</p> <p>Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.</p>					
2018-19					
70. 2019 Student Perspectives Satisfaction Survey	Upgrade Air Conditioning (if we do not move)	\$15,000	Board Chair		

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71. 2019 Student Perspectives Satisfaction Survey	Paint interior and exterior (if we do not move)	\$6,000	Board Chair		
72. 2019 Student Perspectives Satisfaction Survey	Library (if we do not move)	\$30,000	Board Chair		
73. 2019 SWOT Analysis	Make an electronic pin map showing where all our students live		Dr. Hong		
2019-20					
74. 2019 Student Perspectives Satisfaction Survey			Board Chair		
2020-21					
75. 2019 Student Perspectives Satisfaction Survey			Board Chair		
2021-22					
76. 2019 Student Perspectives Satisfaction Survey			Board Chair		
77.	Consider adding a site		Board Chair		
2022-23					

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78. 2019 Student Perspectives Satisfaction Survey					
79. 2019 Student Perspectives Satisfaction Survey	2019 Student Perspectives Satisfaction Survey	2019 Student Perspectives Satisfaction Survey	2019 Student Perspectives Satisfaction Survey	2019 Student Perspectives Satisfaction Survey	2019 Student Perspectives Satisfaction Survey
<p>Strategic Goal 7: Expand on-campus library</p> <p>Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.</p>					
2018-19					
80.	Look into availability of purchasing a used theological library through Jim Stitzinger	Spring	Accreditation Consultant		2/5/19 We now have a couple of bids
81. 2019 Student Perspectives and Satisfaction Survey	After receiving report from our librarian, choose whether to purchase a used collection for supporting the business and/or theology curriculum.	Spring	Librarian and board chair	We have choices ranging from \$2,000 to \$12,000	
2019-20					
82.	Look into availability of purchasing a used theological library through Jim Stitzinger	Spring	Accreditation Consultant		

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2020-21					
83.	Require professors to meet with the librarian before completing their syllabus and having at least one assignment requiring students to use our online or on campus library		Academic Dean		
84.	Librarian will give instruction at a faculty meeting at least annually		Librarian		
2021-22					
85.					
2022-23					
86.					
Other Items:					
Consider implications for educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.					
2018-19					
87.					
2019-20					
88.					
2020-21					
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2021-22					
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2022-23					
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