



Virginia Bible College
5-yr Strategic Plan
2017-2021

Updated and Approved by Governing Board
August 5, 2017



College Vision

Virginia Bible College will be a premier Christian learning institute that intentionally develops the whole person for worldwide impact.

College Mission

Virginia Bible College exists to equip students with biblical truth, spiritual discipline, and practical knowledge to effectively serve and lead in the church and/or marketplace.

Strategic Vision

Virginia Bible College will continue to be a model of quality teaching, Christ, and student-centered learning. It is our desire to demonstrate institutional effectiveness by assessing and implementing outcomes education and evidence-based decision making. Each of the strategic initiatives outlined below is transformational and designed to significantly enhance student success and the organizational strength of the College.

Strategic Mission

All decisions, policies, and strategies will focus on meeting the educational needs of Virginia Bible College students. Likewise, we shall make the goals and purposes of our educational programs and support services clear and open to the public.

Core Values/Commitments

Virginia Bible College is:

- **Committed to whole-person education:** Through a holistic approach to education that prepares students academically, spiritually, mentally, and socially.
- **Committed to declaration and preservation of biblical Christianity:** Through the direct study and application of biblical and theological constructs and maintaining a Christ-centered community.
- **Committed to academic and institutional excellence:** Through regular self-assessment to ensure quality programs and to maintain focus on the mission.
- **Committed to a biblical foundation:** Through the teaching of sound doctrine, proper interpretation, and communication of Scripture.
- **Committed to spiritual formation:** Through providing an environment which encourages spiritual practices, transformation, and living.
- **Committed to a practical foundation:** Through providing opportunities to learn both traditional and nontraditional biblical constructs and apply them in and outside of the classroom.
- **Committed to develop students for ministry and servant-leadership:** Through providing a rich learning environment where biblical reflection, theological discussion, and practical application results in local and global Christian influence.



Values and Principles

I – Innovation

We value creativity and we pursue innovative ideas to meet academic needs and expectations.

N – Nobility

We seek to operate in uprightness of character and moral standing. We humble ourselves before God and submit to His direction and Word.

T – Trustworthiness

We value and demonstrate openness and honesty, as well as institutional and individual accountability. We speak and act truthfully, without hidden agendas. We admit to our mistakes, avoid silence when it may mislead, and honor our commitments.

E – Excellence

We aspire to operate in a spirit of excellence. We value continuous advancement and growth and value collaboration, cooperation, teamwork, innovation, and critical thinking in our continuous efforts to improve.

G – God-fearing

We value individuals who have a healthy fear or reverence for the Almighty God. It is our desire to bring glory to the name of the Lord through our communications and behaviors.

R – Respect

We treat others fairly and with dignity. We value and honor each other in our diversity.

I – Influence

We long to have influence for Jesus Christ and to use high energy and inspiration to motivate others to success, through laughter, love, kindness, celebration, and joy in our learning and work—encouraging all to take their learning and work seriously and themselves lightly.

T – Tenacity

As an organization, we steadfastly stand on and are governed by the Word of God. We will do the right thing, regardless of the difficulty or consequences. We value endurance and view failure as a prerequisite to success.

Y – Yielding

We believe in productivity and aspire to yield good fruit in everything we do for God.



2017-2021 STRATEGIC PLAN:
"GRACE"

GOAL #1 – Grow
Time for Expansion

Strategy: Increase Awareness

Action: Fall 2017, and each semester thereafter, marketing campaign throughout the DMV area (i.e., radio commercial, & social media, etc.)

Action: By Fall 2019, increase marketing initiatives to include a TV commercial in DMV area channels

Action: By Summer 2021, have radio and TV commercials on national and international channels

Resources Required: \$10,000

Strategy: Further develop student services

Action: Each semester, research and implement new and relevant student services & promote those services

Action: By Fall 2018, become a Title IV school & offer federal funding options to students

Action: By Fall 2019, offer at least 1 full-time scholarship each year

Action: By Summer 2021, offer at least 2 full-time scholarships each year

Resources Required: \$30,000

Strategy: Increase qualified full-time faculty

Action: By Fall 2019, have at least 3 qualified full-time faculty members

Action: By Summer 2021, have at least 5 qualified full-time faculty members

Resources Required: \$160,000

Strategy: Increase qualified adjunct faculty

Action: By Fall 2018, have at least 3 adjunct faculty members

Action: By Summer 2021, have at least 6 adjunct faculty members

Resources Required: \$12,000



Strategy: Increase qualified support staff

Action: By Fall 2017, increase volunteer support staff (i.e., librarian)

Action: By Fall 2018, hire additional support staff member (i.e., admission advisor) as needed

Resources Required: \$15,000

Strategy: Increase financing for operational budget

Action: By Fall 2017, achieve Candidate Status with TRACS

Action: By Spring 2019, reflect donations in excess of \$2500 each year (i.e., donation button, fundraising)

Action: By Fall 2019, secure first non-profit grant

Action: By Summer 2020, achieve Accredited Status with TRACS

Action: By Fall 2020, sell paraphernalia on website

Action: By Spring 2021, reflect donations in excess of \$5000 each year from fundraising (i.e., donation button, fundraising)

Action: By Summer 2021, evidence a steady increase in tuition revenue by 25% each year from 2017

Resources Required: \$0

GOAL #2 – Retention

Student-Centered

Strategy: Further develop current programs

Action: Each year, restructure current programs as needed based on program assessment results and national norms

Resources Required: \$0

Strategy: Increase student enrollment and retention

Action: Each semester, promote available student services

Action: By Summer 2018, evidence a 22% increase in student enrollment & retention

Action: By Summer 2021, evidence a 60% increase in student enrollment & retention

Action: In Fall 2019, offer hybrid courses to our reach students who cannot attend class on campus regularly



Action: Summer of each year, review results of admission and exit interviews to ascertain any necessary changes to improve retention

Resources Required: \$0

Strategy: Create new educational programs

Action: By Fall 2019, offer general education courses

Action: Bay Fall 2019, began distance learning program

Action: By Fall 2018, offer additional bible-related degrees (i.e., M.Div.)

Action: Fall 2020, offer at least 1 secular degree program

Action: Summer 2021, have at least 2 secular degree programs

Resources Required: Subject to certification, number of degree programs launched, and FTE at the time.

GOAL #3 – Assess

Outcome-driven

Strategy: Utilize results of assessment plan to inform decisions to achieve institutional effectiveness

Action: Each summer, evaluate current procedures, programs, faculty, finances, student services, operation, and make the needed modifications to offer outcomes-oriented & evidence-based education

Resources Required: \$0

GOAL #4 – Cultivate

All-around Development

Strategy: Administration, Faculty, & support staff training

Action: New faculty will be required to participate in a teacher demonstration prior to the start of the semester in which they will teach

Action: During the spring of each year beginning in 2019, host or sponsor one training for administration

Action: During the spring of each year beginning in 2019, host or sponsor one training for faculty

Action: During the spring of each year beginning in 2019, host or sponsor one training for support staff

Resources Required: \$3,000



Strategy: Support student development

Action: Each semester, students will attend weekly Chapel services

Action: Each semester, students will be required to complete one “Act of Service” per semester

Action: During summer of each year, take students, faculty, and staff on missions trip

Resources Required: Subject to the number of students participating in the trip

Strategy: Develop new policies and procedures that will produce high quality work

Action: Each year, allow results of the assessment to inform needed modifications and implement necessary changes

Resources Required: \$0

Strategy: Expand space and building

Action: By Fall 2020, purchase new building

Action: By Summer 2021, establish a new location

Resources Required: Subject to opportunity at the time.

GOAL #5 – Engage Getting Connected

Strategy: Establish partnerships

Action: By Summer 2019, establish partnerships with at least 1 neighboring stores/businesses to allow students discounts on merchandise/products with their student ID

Action: By Summer 2020, establish partnerships with at least 1 national stores/businesses to allow students discounts on merchandise/products with their student ID

Resources Required: Subject to opportunity at the time.

Strategy: Become active in community outreach & mission-oriented work

Action: By Summer 2018, engage in various outreach events in the community (i.e., food drive, evangelism, etc.)

Action: Each summer beginning in Summer of 2019, take students, faculty, and staff on missions trip

Resources Required: Subject to the number of students participating in the trip

Calendar Below:

Date	Goal#	Goal Type	Strategy	Action	Office Responsible	Outcome	Assess	Plan
Summer 2017	3	Assess	Assessments	Evaluate current procedures, programs, faculty, finances, and make the needed modifications to offer outcomes-oriented & evidence-based education	Intuitional Effectiveness Division/Assessment Committee			
Fall 2017	1	Grow	Increase Awareness	Each semester, marketing campaign throughout the DMV area (i.e., radio fliers, social media, website, etc.)	Recruitment Division/Advisory Board			
Fall 2017	1	Grow	Increase qualified support staff	Increase volunteer support staff (i.e., librarian)	CFO/CAO/Governing Board			
Fall 2017	1	Grow	Increase financing for operational budget	Achieve Candidate Status w/TRACS	CAO/CFO/Governing Board/Assessment Committee/Institutional Effectiveness			
Summer 2018	2	Retention	Increase student enrollment and retention	Evidence a 22% increase in student enrollment & retention	CAO/Academic Committee/Recruitment Division			
Summer 2018	3	Assess	Assessments	Evaluate current procedures, programs, faculty, finances, and make the needed modifications to offer outcomes-oriented & evidence-based education	Intuitional Effectiveness Division/Assessment Committee			
Summer 2018	5	Engage	Community Service	Engage in various outreach events in the community (i.e., food drive, evangelism, etc.)	Recruitment Division/Advisory Board/Governing Board			
Fall 2018	1	Grow	Further develop student services	Become a Title IV school & offer federal funding options to students	CAO/Governing Board			
Fall 2018	1	Grow	Increase qualified adjunct faculty	Have at least 3 adjunct faculty members	CFO/CAO/Governing Board			
Fall 2018	1	Grow	Increase qualified support staff	Hire additional support staff member (i.e., admission advisor) as needed	CFO/CAO/Governing Board			
Fall 2018	2	Retention	Create new educational programs	Offer additional bible-related degrees (i.e., M.Div.)	CAO/President/Governing Board			
Spring 2019	1	Grow	Increase financing for operational budget	Reflect donations in excess of \$2500 each year	CFO/External Audit			
Spring 2019	4	Cultivate	Administration, Faculty, & support staff training	Host or sponsor one training for each dept.	CAO/Governing Board/Academic Committee			



Summer 2019	3	Assess	Assessments	Evaluate current procedures, programs, faculty, finances, and make the needed modifications to offer outcomes-oriented & evidence-based education	Intuitional Effectiveness Division/Assessment Committee			
Summer 2019	5	Engage	Establish Partnerships	Establish partnerships with at least 1 neighboring stores/businesses to allow student discounts on merchandise/products with their student ID	Recruitment Division/Advisory Board/Governing Board			
Summer 2019	5	Engage	Become active in community outreach & mission-oriented work	Take students, faculty, and staff on missions trip	Recruitment Division/Advisory Board/Governing Board			
Fall 2019	1	Grow	Increase Awareness	Increase marketing initiatives to include a TV commercial in DMV area channels	Recruitment Division/Advisory Board			
Fall 2019	1	Grow	Increase qualified full-time faculty	Have at least 3 qualified full-time faculty members	CFO/CAO/Governing Board			
Fall 2019	1	Grow	Increase financing for operational budget	Secure first non-profit grant	CFO/CAO/Governing Board			
Fall 2019	1	Grow	Further develop student services	Offer at least 1 full-time scholarship each year	CFO/Recruitment Division/Advisory Board/Governing Board			
Fall 2019	2	Retention	Increase student enrollment and retention	Offer hybrid courses to our reach students who cannot attend class on campus regularly	CAO/ Academic Committee/Information Technology			
Fall 2019	2	Retention	Create new educational programs	Offer general education courses	CAO/Governing Board/Academic Committee			
Fall 2019	2	Retention	Create new educational programs	Began distance learning program	CAO/ Academic Committee/Information Technology			
Summer 2020	1	Grow	Increase financing for operational budget	Achieve Accredited Status with TRACS	CFO/External Audit/CAO			
Summer 2020	3	Assess	Assessments	Evaluate current procedures, programs, faculty, finances, and make the needed	Intuitional Effectiveness Division/Assessment Committee			



				modifications to offer outcomes-oriented & evidence-based education				
Summer 2020	5	Engage	Establish Partnerships	Establish partnerships with at least 1 national stores/businesses to allow students discounts on merchandise/ products with their student ID	CFO/Recruitment Division/Advisory Board/Governing Board			
Fall 2020	1	Grow	Increase financing for operational budget	Sell paraphernalia on website	Recruitment Division/Advisory Board/Student Services			
Fall 2020	2	Retention	Create new educational programs	Offer at least 1 secular degree program	CAO/Academic Committee/Governing Board			
Fall 2020	4	Cultivate	Expand space and building	Purchase new building	CFO/Governing Board			
Spring 2021	1	Grow	Increase financing for operational budget	Reflect donations in excess of \$5000 each year	CFO/External Audit			
Summer 2021	1	Grow	Increase Awareness	Have radio and TV commercials on national and international channels	CFO/Recruitment Division/Advisory Board/Governing Board			
Summer 2021	1	Grow	Further develop student services	Offer at least 2 full-time scholarships each year	CFO/CAO/Governing Board			
Summer 2021	1	Grow	Increase qualified full-time faculty	Have at least 5 qualified full-time faculty members	CFO/CAO/Governing Board			
Summer 2021	1	Grow	Increase qualified adjunct faculty	Have at least 6 adjunct faculty members	CFO/CAO/Governing Board			
Summer 2021	1	Grow	Increase financing for operational budget	Evidence a steady increase in tuition revenue by 25% each year from 2017				
Summer 2021	2	Retention	Increase student enrollment and retention	Evidence a 60% increase in student enrollment & retention	CAO/Academic Committee			
Summer 2021	2	Retention	Create new educational programs	Have at least 2 secular degree programs	CAO/Academic Committee/Governing Board			
Summer 2021	4	Cultivate	Expand space and building	Establish a new location	CFO/CAO/Governing Board			