

Improvement Plan  
submitted  
to the  
Commission on Accreditation  
of the  
Association for Biblical Higher Education  
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by

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## INTRODUCTION

### Background/History of the Institution

On July 31, 1966, after more than 15 years of praying and planning regarding the establishment of a Christian day school and Bible institute, the God's Missionary Church conference conducted a Ground Breaking Service on the newly purchased property adjoining the camp meeting grounds.<sup>1</sup> General Superintendent, George I. Straub, called on Rev. Truman Wise to read the Scripture. Rev. Arthur Thomas took a Polaroid picture of Rev. Wise reading from II Chronicles 6. Opening the camera, he seemed to hear a voice saying, "This is the seal of my approval upon the school." When the picture developed, a phenomenal flame-like forked lightning hovered over the Bible. God had given evidence that He was pleased and that His presence would continue with them. That fall, the Academy opened with Grades 1 through 11, and the fall of 1967 witnessed the addition of Grade 12 and the opening of the Institute.



Penn View Bible Institute offers education on the postsecondary level, but does not offer degrees (see further explanation under Standard 4). The four-year programs are termed "Advanced Diploma" and the one-year program is termed "Certificate." The *Catalog* (2021) lists the following programs:

- Advanced Diploma in Biblical Studies
- Advanced Diploma in Child Evangelism
- Advanced Diploma in Christian Education (Elementary)
- Advanced Diploma in Christian Education (Secondary English)
- Advanced Diploma in Christian Education (Secondary Social Science)
- Advanced Diploma in Christian Music Education
- Advanced Diploma in Hispanic Studies
- Advanced Diploma in Ministerial Studies
- Advanced Diploma in Missionary Studies
- Advanced Diploma in Missionary Nursing
- Advanced Diploma in Muslim Studies
- Certificate in Biblical Studies

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<sup>1</sup> Accounts of this service have been published in the *Catalog* across the years and in several audio recordings that the school has produced. A number of individuals who were present at the service and are still alive frequently testify to the events. These include President Emeritus John Zechman, Academic Dean Timothy Cooley, Sr., and Randall Hess. The promotional video at <https://pvbi.edu/history-video.html> recounts the event.

The Institute classifies 1,629 people as alumni (attended at least one semester). There are 475 graduates, including one-year Certificates and four-year Advanced Diplomas.

### **Institutional Mission and Goals**

For many years, a mission statement with intent similar to the current Mission Statement was published in the PVBI *Catalog*. In seeking accreditation, the PVBI Board of Directors and the faculty and staff worked through a process of broad participation to articulate a Mission Statement, Core Values, and Institutional Goals toward which the entire organization directs its efforts. That means every employee labors in some capacity to produce “Christlike Servant Leaders” and so on. The Board of Directors approved the Mission Statement on October 4, 2010. The whole organizational family also participated in articulating the Core Values and the Institutional Goals. Those Foundational Documents have been reaffirmed periodically since then. Most recently the Foundational Documents were reaffirmed by the Steering Committee (March 18, 2020), by the Faculty (April 13, 2020), by the Administrative Committee (July 22, 2020, as well as each administrator with his or her subordinates on other dates), and by the Board of Directors (April 15, 2020). The Faculty Staff Perception survey administered each April/May keeps our people thinking about the Institutional Goals and considering how well we are achieving those in the lives of students and graduates.

Penn View Bible Institute  
Our Mission:  
To prepare Christ-like Servant Leaders  
through higher education  
that engages spiritual transformation,  
academic excellence,  
social integrity,  
and practical experience,  
in the conservative Wesleyan-Arminian tradition  
to fulfill our Lord’s Great Commission.

The foundational documents have substantially the same focus as the earlier Mission Statement and the goals, which had been published in the *Catalog* throughout the years (for example, 2010, pp. 1, 8). They tie in closely with the founding purpose and the mission as it has been throughout the history of Penn View. The Institutional Goals are published in the *Catalog* (2021, pp. 8-9) and are also a part of the PVBI Constitution. Each academic program has program-specific objectives (*Catalog*, 2021, pp. 26-37).

The Board, the administration, and the faculty envision PVBI continuing to serve the conservative Wesleyan-Arminian movement through a broader, active engagement with the Great Commission, interculturally across the United States and around the world, promoting entire sanctification and revival. Accreditation and degree granting can serve as primary means to achieve greater excellence and broader influence.

## Process of Development of the Improvement Plan

This Improvement Plan comes as a culmination of years of strategic planning, first less formal, but increasingly developing into a formal process involving lively dialogue, written articulation, fervent consent, and firm intentions. The decision to pursue degree granting and accreditation was not the result of a shift in focus; the choice was grounded in the belief that those measures of approval would increase the credibility of the education students receive and the diplomas that graduates will carry wherever they minister and that the process would strengthen the institution organizationally, financially, and educationally to advance the same mission that has always been the driving force behind Penn View. This document is the result, then, of the combined thinking and praying of the Board of Directors, the administrators, the faculty, the staff, and even the students and supporters. The document was reviewed in stages with final approval by the Steering Committee (which includes a quorum of the Administrative Committee) and by the Board on March 8, 2021.

Hunt, Oosting, Stevens, Loudon, and Migliore, in *Strategic Planning for Private Higher Education* (1997, p. 21), remarked, “The importance of planning is to keep the institution moving in the right direction even if the finer points of the plan are constantly being adjusted to new circumstances.” The authors promoted the paradigm of identifying **key result areas** (KRA) and strategic initiatives to guide the living process with its ongoing adaptation in the midst of constant fidelity to the mission of the organization.

Building on the entire Self-Study process, working with concepts from Hunt, Oosting, Stevens, Loudon, and Migliore (1997), and overlapping with the initiatives already delineated by the Board on January 4, 2012, the organization has distilled the following KRAs. These are aligned with initiatives discussed and approved in Strategic Planning meetings, January 7, 2013; January 6, 2014; January 8, 2015; and January 7, 2016; October 28, 2016; January 7, 2017, June 5, 2018. The current Improvement Plan continues with the same KRAs utilized in 2012 and 2016, with the addition of an eighth KRA.

- KRA1: To advance the **financial** stability of the institution
- KRA2: To greater achieve **academic** excellence
- KRA3: To improve **administrative** excellence
- KRA4: To enhance **library** and information services
- KRA5: To more effectively serve our **students**
- KRA6: To increase student **enrollment**
- KRA7: To engage **strategic planning** as an institutional process
- KRA8: To develop the entire **physical campus and properties**

The process of writing the [Assessment Plan](#) and the [Compliance Document](#) has engaged administrators, faculty, and Board members. Those documents address the same group of issues: **Finances**, **Academics**, **Administration**, **Library**, **Student life**, **Enrollment**, **Strategic Planning**, and **Physical Campus and Properties**.

The following tables summarize the results of three years and then lay out the projected objectives through 2024-2025.

## SUMMARY OF YEAR 2018-2019

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Develop and maintain a President's Advisory Council (PAC) – raise \$50,000	Personal contacts 25 hours	President	05/31/2019	President personally enlisted 8 persons, who contributed \$685,017
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2016	Banquet \$1,000	President	05/31/2019	Founders Banquet 2018 pledged \$101,000 2019 pledged \$142,850 Unrestricted total donations \$1,260,259, which includes the PAC giving (FYE 2018 was \$799,118)
Increase sources of funding – auctions, banquets, leveraging and expanding donor base	50 hours \$1,000	President, Board of Directors	05/31/2019	<b>Continued</b> 3 benefit auctions, 2 banquets, Walkathon, 2 appeal letters, <b>Initiated</b> meetings with 50 business owners, Phonathon (restarted), 3 monthly giving programs PVBI Today publication Presidential Prayer Partner monthly letter
Improve budget process	Department heads and division directors 25 hours	President and Director of Finance	05/31/2019	Budget proposals were submitted and approved
Liquidate indebtedness  Borrowed additional \$500,000 to complete and furnish Mason/McIntire Student Life Center  Raised total indebtedness to \$2.2M in September 2018  Indebtedness FYE 2018 = \$1,520,724	100 hours Contact outstanding lenders Receive commercial mortgage	President and Director of Finance	05/31/2019	Froze all credit cards; communicated with all outstanding lenders; began making double payments; renegotiated some terms of interest; consolidated commercial mortgage Indebtedness FYE 2019 = \$1,437,901
<b>KRA2: To greater achieve academic excellence</b>				
Maintain accreditation status	Assessment and Document preparation	Academic Dean	Annual Report 11/15/2018	Submitted Annual Report and necessary Accreditation documents

KRA/Action Steps	Resource	Responsibility	Deadline	Results
	200 hours			
Pursue Pennsylvania degree-granting status – by 2018	Assessment and Document preparation 200 hours  \$10,000	Academic Dean President  Consultants	Ongoing	Not able to begin because still working on reducing Debt and building Endowment
Review and revise foundational documents – (Institutional Goals)	10 hours of meeting time	Academic Dean, Core Faculty, President	05/31/2019	Completed
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)	20 hours	Academic Dean, Assessment Committee	05/31/2019	Completed with additional work needed
Review Academic Programs (Christian Education, Music)	1 hour of meeting time	Academic Dean	05/31/2019	Completed with additional work needed
Improve faculty development – raise \$2,000 annually	Phone contacts 2 hours	President	05/31/2019	President negotiated 50% tuition reduction for a faculty member to pursue master's degree Sent three administrators/faculty members to ABHE Annual Meeting
Continue implementing assessment of faculty, including professional development	10 hours	Academic Dean	05/31/2019	Completed
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development of administrators and staff	10 hours	President and Administrators	05/31/2019	Completed President undertook Master of Organizational Leadership degree Sent three administrators/faculty members to ABHE Annual Meeting
Improve budget process	Department heads and division directors 25 hours	President	05/31/2019	Budget proposals were submitted and approved
<b>KRA4: To enhance library and information services</b>				
Increase library resource and periodical requisitions.	60 hours + \$10,000	Librarian	05/31/2019	The library continued to submit requisitions to the business



KRA/Action Steps	Resource	Responsibility	Deadline	Results
				office to increase holdings.
Implement Information Literacy Program	10 hours	Librarian with Faculty & Administration	05/31/2019	Library staff continued to implement information literacy practices
Continue transition to digital catalog.	1,000 hours + \$5,000	Librarian with library workers	05/31/2019	Library staff continued to implement practices to make library sources available through the digital catalog.
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results	50 hours	Director of Student Life	05/31/2019	Director of Student Life became a full-time 12-month position Dean of Men and Dean of Women's job responsibilities were revised Revisions were proposed, approved by the Board, and entered into the Student Handbook
Utilize Mason/McIntire Student Life Center		Director of Student Life Director of Music Division	05/31/2019	Soft Opening January 2, 2019 Grand Opening and dedication March 19, 2019 Academic classes, Intramural activities, gym, music practice, recitals, overflow dining, music library, music faculty offices, Café, physical fitness room, and study area
<b>KRA6: To increase student enrollment</b>				
Continue the new Enrollment Management Plan		Enrollment Manager; PR Director	06/01/2018	Continued to utilize
Target enrollment increase 127 for fall 2018		Enrollment Manager; PR Director	08/18/2018	Headcount = 80
Receive approval for Title IV funding		Academic Dean Director of Student Life	05/31/2019	Could not apply because Title IV requires state approval
<b>KRA7: To engage strategic planning as an institutional process</b>				
The institution is committed to	Board Meeting	Chairman	01/31/2019	Completed

KRA/Action Steps	Resource	Responsibility	Deadline	Results
an annual, ongoing strategic planning process, which includes assessing and reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of the remaining years of the process, and a fifth year	1 full day Administrative Committee meetings	President	05/31/2019	Completed
	Steering Committee meetings	Academic Dean	05/31/2019	Not continued
	Faculty meetings	Academic Dean	05/31/2019	Completed
50 hours				
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of Directors, Administration	May 31, 2019	Operations assumed overall yard care throughout campus Removed one antiquated mobile home from lower campus Many residences were remodeled and improved Men's Residents Hall new windows, carpet, paint
Remodel campus faculty residences			May 31, 2019	
Remodel Student Residents Halls			May 31, 2019	
Complete Student Life Center			May 31, 2019	

## SUMMARY OF YEAR 2019-2020

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Maintain and possibly expand President's Advisory Council – raise \$50,000		President	05/31/2020	President continued communication with 8 persons, who contributed \$332,413
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2016		President	05/31/2020	Founders Banquet canceled due to COVID Unrestricted total donations \$1,067,482, which includes the PAC giving (FYE 2019 was \$1,260,259)
Increase sources of funding – auctions, leveraging and expanding donor base		President, Board of Directors	05/31/2020	<b>Continued</b> 2 benefit auctions (1 canceled due to COVID), 1 banquet (1 canceled due to COVID), Walkathon, 2 appeal letters, meetings and communication with business owners and donors, Phonathon, 3 monthly giving programs, PVBI Today publication, Presidential Prayer Partner monthly letter <b>Received</b> Payroll Protection Program (PPP)
Continue budget process		President and Director of Finance	05/31/2020	Budget proposals were submitted and approved
Liquidate indebtedness  Indebtedness FYE 2019 = \$1,437,901		President and Director of Finance	05/31/2020	Eliminated all credit cards except one; initiated communication with all outstanding lenders; continued making double payments; eliminated some individual debts and loans Indebtedness FYE 2020 = \$1,481,150, includes PPP

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA2: To greater achieve academic excellence</b>				
Maintain accreditation status		Academic Dean, Steering Committee	Annual Report 11/15/2019	Submitted Annual Report and necessary accreditation documents
Host Commission Staff Supplemental Evaluation Visit			07/23/2019	Completed
Maintain relationship with Pennsylvania Department of Education		Academic Dean, President	Ongoing	Completed
Pursue Pennsylvania degree-granting status	Assessment and Document preparation 200 hours  \$10,000	Academic Dean President  Consultants	Ongoing	Not able to begin because still working on reducing Debt and building Endowment
Review and revise Assessment Plan		Academic Dean, Core Faculty, President	05/31/2020	Not completed
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2020	Completed
Review Academic Programs (Hispanic Studies, Missionary Nursing, Missionary Studies)		Academic Dean	05/31/2020	Completed
Improve faculty development – raise \$2,000 annually		President	05/31/2020	Sent four administrators/faculty members to ABHE Annual Meeting Negotiated 50% tuition reduction for a faculty member to pursue master's degree
Continue implementing assessment of faculty, including professional development		Academic Dean	05/31/2020	Completed
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development of administrators and staff	10 hours	President and Administrators	05/31/2020	Completed President completed Master of Organizational Leadership degree Sent four administrators/faculty members to ABHE Annual Meeting
Continue budget process	Department heads and division directors	President and Director of Finance	05/31/2020	Budget proposals were submitted and approved

KRA/Action Steps	Resource	Responsibility	Deadline	Results
	25 hours			
<b>KRA4: To enhance library and information services</b>				
Increase library resource and periodical requisitions.	60 hours + \$10,000	Librarian	05/31/2020	The library continued to submit requisitions to the business office to increase holdings.
Assess Information Literacy Program.	10 hours	Librarian with Faculty	05/31/2020	Library staff continued to implement information literacy practices
Finish transition to digital catalog.	1,000 hours + \$5,000	Librarian with library workers	05/31/2020	Library staff continued to implement practices to make library sources available through the digital catalog.
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results		Director of Student Life	05/31/2020	Revisions were proposed, approved by the Board, and entered into the Student Handbook
Utilize Mason/McIntire Student Life Center		Director of Student Life Director of Music Division	05/31/2020	Continued use for academic classes, Intramural activities, gym, music practice, recitals, overflow dining, music library, music faculty offices, Café, physical fitness room, and study area
<b>KRA6: To increase student enrollment</b>				
Continue the Enrollment Management Plan		Enrollment Manager; PR Director	06/01/2020	Continued to utilize the Enrollment Management Plan
Target enrollment increase		Enrollment Manager; PR Director	08/18/2020	Headcount = 72
<b>KRA7: To engage strategic planning as an institutional process</b>				
The institution is committed to an annual, ongoing strategic planning process, which includes assessing and reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of	Board Meeting	Chairman	01/31/2020	Completed
	1 full day Administrative Committee meetings	President	05/31/2020	Completed
	Steering Committee meetings	Academic Dean	05/31/2020	Not continued
	Faculty	Academic	05/31/2020	Completed

KRA/Action Steps	Resource	Responsibility	Deadline	Results
the remaining years of the process, and a fifth year. Approve detailed plans for the following year by March.	meetings  50 hours	Dean		
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of Directors, Administration	May 31, 2020	Operations continued overall yard care throughout campus Many residences were remodeled and improved Removed old home on Loss Road to create empty lot Zechman Hall painted, laundry facilities updated Classrooms received carpet and new furniture Dining Center new chairs Upgraded campus network infrastructure
Remodel campus faculty residences			May 31, 2020	
Remodel Student Residents Halls			May 31, 2020	
Remodel and upgrade main buildings			May 31, 2020	
Upgrade campus network infrastructure				

## SUMMARY OF YEAR 2020-2021

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Maintain and possibly expand President's Advisory Council – raise \$25,000		President	05/31/2021	President continued communication with 8 persons, who contributed \$703,760 as of Feb 26, 2021
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2015		President	05/31/2021	Founders Banquet canceled due to COVID Unrestricted total donations \$1,426,799.47 as of Feb 28, 2021 which includes the PAC giving (FYE 2020 was \$1,067,482)
Increase sources of funding – auctions, banquets, leveraging and expanding donor base		President, Board of Directors	05/31/2021	<b>Continued</b> 2 benefit auctions (1 to date), 2 banquets (1 to date), Walkathon, 2 appeal letters, meetings and communication with business owners and donors, Phonathon, 3 monthly giving programs, PVBI Today publication, Presidential Prayer Partner monthly letter <b>Received</b> Second Payroll Protection Program (PPP)
Continue budget process		President and Director of Finance	05/31/2021	Budget proposals currently in process
Liquidate Indebtedness  Indebtedness FYE 2020 = \$1,481,150		President and Director of Finance	05/31/2021	Eliminated all outstanding debt with exception of mortgage Indebtedness as of Feb 26, 2021 = \$819,256 (includes current PPP)
<b>KRA2: To greater achieve academic excellence</b>				
Maintain accreditation status  Submit Self-Study for reaffirmation		Academic Dean, President, Steering	Annual Report 11/15/2020	Completed  Completed 03/16/2021 Evaluation Team

KRA/Action Steps	Resource	Responsibility	Deadline	Results
Host Evaluation Team Visit		Committee		Visit scheduled 05/11-13/ 2021
Maintain relationship with Pennsylvania Department of Education		Academic Dean, President	Ongoing	Completed
Pursue Pennsylvania degree-granting status	Assessment and Document preparation 200 hours  \$10,000	Academic Dean, President  Consultants	Ongoing	Not able to begin because still working on reducing Debt and building Endowment
Review foundational documents – (Mission Statement) and selected programs		Academic Dean, Core Faculty, President, Board of Directors	05/31/2021	Completed
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2021	Completed
Review Academic Programs (Biblical Studies, Child Evangelism, Ministerial Studies, Certificate in Biblical Studies)		Academic Dean	05/31/2021	Completed with additional work needed
Improve faculty development – raise \$1,500 annually		President	05/31/2021	Sent two administrators/faculty members to ABHE Annual Meeting Sent three administrators/faculty to Leadership Development Conferences Raised \$1500
Continue implementing assessment of faculty		Academic Dean	05/31/2021	Completed with additional work needed
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development of administrators and staff		President and Administrators	05/31/2021	Completed Sent two administrators/faculty members to ABHE Annual Meeting Sent 10 administrators/staff members to Leadership Development Conferences Enrolled Director of Finance in ABHE Chief Financial Officers Executive Training



KRA/Action Steps	Resource	Responsibility	Deadline	Results
Continue budget process		President and Director of Finance	05/31/2021	Certification Budget proposals currently in process
<b>KRA4: To enhance library and information services</b>				
Continue five-year plan to increase library holdings		Librarian  Academic Dean	05/31/2021	The library has continued to submit requisitions to the business office. Contracted with FaithLife to provide Logos Remote Research Library to all students, faculty, and administrators (01/04/2021, two-year contract)
Develop library webpage to support the curriculum and online learning.		Librarian in collaboration with faculty and institution web page designer.	05/31/2021	Librarian has started this project and sought input from faculty in Faculty Mtg.
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results		Director of Student Life	05/31/2021	Revisions were proposed, approved by the Board, and entered into the Student Handbook
Utilize Mason/McIntire Student Life Center		Director of Student Life Director of Music Division	05/31/2021	Continued use for academic classes, Intramural activities, gym, music practice, recitals, overflow dining, music library, music faculty offices, Café, physical fitness room, and study area
<b>KRA6: To increase student enrollment</b>				
Continue and revise the Enrollment Management Plan		Enrollment Manager; Director of Public Relations	05/31/2021	Continued to utilize the Enrollment Management Plan Revised Enrollment Management plan installing a Director of Admissions and Recruitment
Target enrollment increase		Enrollment Manager; Director of Public Relations	05/31/2021	Fall Headcount = 74 Unduplicated Annualized Headcount = 82 Offered online

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA7: To engage strategic planning as an institutional process</b>				
The institution is committed to an annual, ongoing strategic planning process, which includes assessing and reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of the remaining years of the process, and a fifth year. Approve detailed plans for the following year by March.	Board Meeting 1 full day	Chairman	05/31/2021	In progress
	Administrative Committee meetings	President	05/31/2021	In progress
	Steering Committee meetings	Academic Dean	05/31/2021	In progress
	Faculty meetings	Academic Dean	05/31/2021	In progress
	50 hours			
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of Directors, Administration	May 31, 2021	Operations continued overall yard care throughout campus
Remodel campus faculty residences			May 31, 2021	Pavements received seal coating and painted lines
Remodel Student Residents Halls			May 31, 2021	Many residences were remodeled and improved; including entire new basement and living area
Remodel and upgrade main buildings and classroom furniture / technology			May 31, 2021	Classrooms received new furniture, interactive projector and markerboards in Room 101
Upgrade campus network infrastructure			May 31, 2021	Upgraded campus network infrastructure New roof upgrade on Elementary building

The President fleshed out the KRAs with further detail and then layered them into a five-year plan as follows:

**KRA1 To advance the financial stability of the institution**

President’s Advisory Council (PAC) – set goal of

- at least \$100,000 for 2020 – 2021
- at least \$100,000 for 2021 – 2022
- at least \$100,000 for 2022 – 2023
- at least \$100,000 for 2023 – 2024
- at least \$100,000 for 2024 – 2025

Increase level of funding – annual unrestricted donations, (including PAC)  
increase by \$50,000 above FYE 2018 in 2020 – 2021  
increase by \$50,000 above FYE 2018 in 2021 – 2022  
increase by \$50,000 above FYE 2018 in 2022 – 2023  
increase by \$50,000 above FYE 2020 in 2023 – 2024  
increase by \$50,000 above FYE 2020 in 2024 – 2025

Increase sources of funding – auctions, banquets, expanded donor base, business owners  
Improve budget process

### **KRA2 To greater achieve academic excellence**

Achieve ABHE 10-year Reaffirmation accreditation status – by 2022  
Achieve Pennsylvania degree-granting status – by 2023  
Review and revise foundational documents – Standard 1  
Continue implementing Assessment Plan as a system – Standard 2A  
Continue assessment of Institutional Goals  
Implement assessment of Program Objectives  
Review Academic Programs, schedule of review years 2020-2024 – Standard 11  
Improve faculty development – raise \$2,000 annually – Standard 6A, 9  
Continue to develop online education – Standard 11D  
Continue implementing assessment of faculty – Standard 9A

### **KRA3 To improve administrative excellence**

Continue assessment of administrators and staff – Standard 2B  
Continue to improve the specificity in the budget process – Standard 6C  
Review and update Handbooks as necessary – Standard 3  
Every 1 year – Student Handbook, Faculty Staff Handbook,  
Every 2 years – Catalog and Application Booklet  
Every 3 years – Technology Plan  
Every 4 years – Board Handbook

### **KRA4 To enhance library and information services**

Bring library to mature status through an increase in library resources and periodicals that support the curriculum. – Standard 10  
Further develop and mature the library assessment program, information literacy program, and current awareness program. – Standard 2  
Continue to promote use of Logos Remote Research Library among students, faculty and staff

### **KRA5 To more effectively serve our students**

Improve organization of Student Services program  
Propose revisions based on student needs identified in SSI and SS results – Standard 8  
Utilize the Mason/McIntire Student Life Center  
Design and Build a Lighted Softball field with bleachers, scoreboard, and concession stand – 2022/2023

**KRA6 To increase student enrollment**

Improve and implement the new Enrollment Management Plan

Target enrollment increase of 5% each year from previous year

78 for fall 2021

82 for fall 2022

86 for fall 2023

90 for fall 2024

95 for fall 2025

Create a plan and procedures for Title IV funding – by 2023 – Standard 8

**KRA7 To engage strategic planning as an institutional process**

Review annually the four-year strategic initiatives, evaluating success for the previous year, reevaluating the remaining years of the process, and adding a new fourth year.

Translate strategic initiatives into annual operational planning

**KRA8: To develop the entire physical campus and properties**

Increase curb appeal of campus – grass, fencing, lighting, paving, etc.

Remodel campus faculty residences – 1 new basement and living quarters per year

Summer of 2021 – 1493 Mountain Rd. (Gingrich residence)

Summer of 2022 – 1461 Mountain Rd. (Durkee residence)

Summer of 2023 – 1527 Mountain Rd. (Edwards residence)

Remodel Student Residents Halls

New carpet & paint throughout Zechman Hall - Summer of 2021

Redo the outside of the men's resident hall – 2022-2023

Remodel and upgrade main school buildings and classrooms / furniture / technology

Upgrade campus network infrastructure

Hunt, Oosting, Stevens, Loudon, and Migliore, (1997, pp. 42-43) asserted that in order to be implemented effectively, the plan needs to address *who* (a specific person, task to be included in that person's performance review), *when*, (a specific date, as well as sequences leading up to the achievement), and *what resources* (financial, space, equipment, other personnel). The remainder of this document develops the rationale, outlines resource issues, and proposes dates.

## PLAN FOR YEAR 2021-2022

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Maintain and possibly expand President's Advisory Council – raise \$100,000	Personal contacts 40 hours	President	05/31/2022	
Increase level of funding – annual unrestricted donations, (including PAC) - \$50,000 above FYE 2018		President	05/31/2022	
Increase sources of funding – auctions, banquets, walkathon, phonathon, leveraging and expanding donor base & business owner		President, Board of Directors	05/31/2022	
Increase Endowment to \$500,000		President	05/31/2022	
Preparations for Title IV funding		President	05/31/2022	
Continue budget process Prepare 3 optional budgets		President and Director of Finance Administration Board of Directors	05/31/2022	
Liquidate Indebtedness  Indebtedness FYE 2021 = \$666,673 as of March 2, 2021 (PPP not included)		President and Director of Finance	05/31/2022	
<b>KRA2: To greater achieve academic excellence</b>				
Maintain accreditation status		Academic Dean, President	Ongoing	
Receive ABHE 10 Year Reaffirmation			02/15-16/2022	
Maintain relationship with Pennsylvania Department of Education		Academic Dean, President	Ongoing	
Pursue Pennsylvania degree-granting status with PDE		Academic Dean, President	Ongoing	
Review foundational documents – (Institutional Goals) and selected programs		Academic Dean, Core Faculty, President, Board of Directors	05/31/2022	
Review, update, and design Catalog and Application packet.		Academic Dean	05/31/2022	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
Review, update, and design Technology Plan		Director of Operations	05/31/2022	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2022	
Review Academic Programs (Music)		Academic Dean	05/31/2022	
Improve faculty development – raise \$2,000 annually		President	05/31/2022	
Continue implementing assessment of faculty		Academic Dean	05/31/2022	
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development and training of administrators and staff		President & Administrators	05/31/2022	
Enroll 1-2 key administrators in ABHE 2-year Executive Leadership Development		President	05/31/2022	
Honor Rev. Barry Mason for 50 years of teaching		President	05/31/2022	
Continue budget process		President and Director of Finance	05/31/2022	
<b>KRA4: To enhance library and information services</b>				
Continue five-year plan to increase library holdings		Librarian	05/31/2022	
Maintain contract with FaithLife to provide Logos Remote Research Library		Academic Dean	05/31/2022	
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results		Director of Student Life	05/31/2022	
Utilize Mason/McIntire Student Life Center		Director of Student Life Director of Music Division	05/31/2022	
<b>KRA6: To increase student enrollment</b>				
Continue and revise the Enrollment Management Plan		Director of Public Relations; Director of Admissions & Recruitment	05/31/2022	
Target enrollment increase by 5% of previous year head count		Director of Public Relations;	05/31/2022	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
		Director of Admissions & Recruitment		
<b>KRA7: To engage strategic planning as an institutional process</b>				
The institution is committed to an annual, ongoing strategic planning process, which includes assessing and reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of the remaining years of the process, and a fifth year. Approve detailed plans for the following year by March.	Board Meeting 1 full day Administrative Committee meetings Steering Committee meetings Faculty meetings  50 hours	Chairman President Academic Dean Academic Dean	05/31/2022 05/31/2022 05/31/2022 05/31/2022	
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of Directors, Administration	05/31/2022	
Remodel campus faculty residences – 1 new basement and living quarters			05/31/2022	
Remodel Student Residents Halls - new carpet & paint in Zechman Hall			05/31/2022	
Remodel and upgrade main school buildings and classrooms / furniture / technology			05/31/2022	
Upgrade campus network infrastructure			05/31/2022	

## PLAN FOR YEAR 2022-2023

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Maintain and possibly expand President's Advisory Council – raise \$100,000		President	05/31/2023	
Increase level of funding – annual unrestricted donations, (including PAC) - \$50,000 above FYE 2018		President	05/31/2023	
Increase sources of funding – auctions, banquets, walkathon, phonathon, leveraging and expanding donor base & business owner		President, Board of Directors	05/31/2023	
Increase Endowment an additional 10%		President	05/31/2023	
Receive & Distribute Title IV funding		President	05/31/2023	
Continue budget process Prepare 3 optional budgets		President and Director of Finance	05/31/2023	
Maintain Indebtedness		President and Director of Finance	05/31/2023	
<b>KRA2: To greater achieve academic excellence</b>				
Maintain year 2 of the ABHE 10 Year Reaffirmation Accreditation Status		Academic Dean, President, Steering Committee		
Maintain relationship with Pennsylvania Department of Education		Academic Dean, President	Ongoing	
Receive and maintain Pennsylvania degree-granting status		Academic Dean, President	Ongoing	
Review foundational documents – (Core Values) and selected programs Review and revise Assessment Plan		Academic Dean, Core Faculty, President,	05/31/2023	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2023	
Review Academic Programs (Christian Education – Elementary & Secondary; Child Evangelism)		Academic Dean	05/31/2023	
Improve faculty development –		President	05/31/2023	



KRA/Action Steps	Resource	Responsibility	Deadline	Results
raise \$2,000 annually				
Continue implementing assessment of faculty		Academic Dean	05/31/2023	
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development and training of administrators and staff		President and Administrators	05/31/2023	
Enroll 1-2 key administrators in ABHE 2-year Executive Leadership Development		President	05/31/2023	
Honor Dr. Timothy Cooley Sr. for 40 years as Academic Dean & Teaching		President	05/31/2023	
Review, update, and design Board Handbook		President, Chairman of the Board	05/31/2023	
Continue budget process		President and Director of Finance	05/31/2023	
<b>KRA4: To enhance library and information services</b>				
Continue five-year plan to increase library holdings		Librarian	05/31/2023	
Renew contract with FaithLife to provide Logos Remote Research Library		Academic Dean	01/02/2023	
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results		Director of Student Life	05/31/2023	
Utilize Mason/McIntire Student Life Center		Director of Student Life Director of Music Division	05/31/2023	
Design and Build a Lighted Softball field with bleachers, scoreboard, and concession stand		President & Director of Student Life	05/31/2023	
<b>KRA6: To increase student enrollment</b>				
Continue and revise the Enrollment Management Plan		Director of Public Relations, Director of Admissions & Recruitment	05/31/2023	
Target enrollment increase 5% of previous year headcount		Director of Public	05/31/2023	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
		Relations, Director of Admissions & Recruitment		
<b>KRA7: To engage strategic planning as an institutional process</b>				
The institution is committed to an annual, ongoing strategic planning process, which includes assessing and reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of the remaining years of the process, and a fifth year. Approve detailed plans for the following year by March.	Board Meeting	Chairman	05/31/2023	
	1 full day	President	05/31/2023	
	Administrative Committee meetings	Academic Dean	05/31/2023	
	Steering Committee meetings	Academic Dean	05/31/2023	
	Faculty meetings	Academic Dean	05/31/2023	
	50 hours			
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of	05/31/2023	
Remodel campus faculty residences – 1 new basement and living quarters		Directors, Administration	05/31/2023	
Remodel Student Residents Halls			05/31/2023	
Remodel and upgrade main school buildings and classrooms / furniture / technology			05/31/2023	
Upgrade campus network infrastructure			05/31/2023	

## PLAN FOR YEAR 2023-2024

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Maintain and possibly expand President's Advisory Council – raise \$100,000		President	05/31/2024	
Increase level of funding – annual unrestricted donations, (including PAC) - \$50,000 above FYE 2020		President	05/31/2024	
Increase sources of funding – auctions, banquets, walkathon, phonathon, leveraging and expanding donor base & business owner		President, Board of Directors	05/31/2024	
Increase Endowment an additional 10%		President	05/31/2024	
Receive & Distribute Title IV funding		President	05/31/2024	
Continue budget process Prepare 3 optional budgets		President and Director of Finance	05/31/2024	
Maintain Indebtedness		President and Director of Finance	05/31/2024	
<b>KRA2: To greater achieve academic excellence</b>				
Maintain year 3 of the ABHE 10 Year Reaffirmation Accreditation Status		Academic Dean, President, Steering Committee	Ongoing	
Maintain relationship with Pennsylvania Department of Education		Academic Dean, President	Ongoing	
Maintain Pennsylvania degree-granting status		Academic Dean, President	Ongoing	
Review foundational documents – (Mission Statement) and selected programs		Academic Dean, Core Faculty, President, Board of Directors	05/31/2024	
Review, update, and design Catalog and Application packet.		Academic Dean	05/31/2024	
Continue implementing Assessment Plan as a system		Academic Dean,	05/31/2024	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
(selected Institutional Goals and Program Objectives according to Assessment Plan)		Assessment Committee		
Review Academic Programs (Missions Program – General, Hispanic, Muslim, Nursing; Ministerial Program)		Academic Dean	05/31/2024	
Improve faculty development – raise \$2,000 annually		President	05/31/2024	
Continue implementing assessment of faculty		Academic Dean	05/31/2024	
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development and training of administrators and staff  Enroll 1-2 key administrators in ABHE 2-year Executive Leadership Development		President and Administrators	05/31/2024	
Continue budget process		President and Director of Finance	05/31/2024	
<b>KRA4: To enhance library and information services</b>				
Continue five-year plan to increase library holdings		Librarian	05/31/2024	
Maintain contract with FaithLife to provide Logos Remote Research Library		Academic Dean	05/31/2024	
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results		Director of Student Life	05/31/2024	
Utilize Mason/McIntire Student Life Center & lighted softball field		Director of Student Life Director of Music Division	05/31/2024	
<b>KRA6: To increase student enrollment</b>				
Continue and revise the Enrollment Management Plan		Director of Public Relations, Director of Admissions & Recruitment	05/31/2024	
Target enrollment increase of 5% from the previous year headcount		Director of Public Relations, Director of Admissions & Recruitment	05/31/2024	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA7: To engage strategic planning as an institutional process</b>				
<p>The institution is committed to an annual, ongoing strategic planning process, which includes assessing and reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of the remaining years of the process, and a fifth year. Approve detailed plans for the following year by March.</p>	Board Meeting	Chairman	05/31/2024	
	1 full day	President	05/31/2024	
	Administrative Committee meetings	Academic Dean	05/31/2024	
	Steering Committee meetings	Academic Dean	05/31/2024	
	Faculty meetings	Academic Dean	05/31/2024	
	50 hours			
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of Directors, Administration	05/31/2024	
Remodel campus faculty residences – 1 new basement and living quarters			05/31/2024	
Remodel Student Residents Halls			05/31/2024	
Remodel and upgrade main school buildings and classrooms / furniture / technology			05/31/2024	
Upgrade campus network infrastructure			05/31/2024	

## PLAN FOR YEAR 2024-2025

KRA/Action Steps	Resource	Responsibility	Deadline	Results
<b>KRA1: To advance the financial stability of the institution</b>				
Maintain and possibly expand President's Advisory Council – raise \$100,000		President	05/31/2025	
Increase level of funding – annual unrestricted donations, (including PAC) - \$50,000 above FYE 2020		President	05/31/2025	
Increase sources of funding – auctions, banquets, walkathon, phonathon, leveraging and expanding donor base & business owner		President, Board of Directors	05/31/2025	
Increase Endowment an additional 10%		President	05/31/2025	
Receive & Distribute Title IV funding		President	05/31/2025	
Continue budget process Prepare 3 optional budgets		President and Director of Finance	05/31/2025	
Maintain Indebtedness		President and Director of Finance	05/31/2025	
<b>KRA2: To greater achieve academic excellence</b>				
Maintain year 4 of the ABHE 10 Year Reaffirmation Accreditation Status		Academic Dean, President, Steering Committee	Ongoing	
Maintain relationship with Pennsylvania Department of Education		Academic Dean, President	Ongoing	
Maintain Pennsylvania degree-granting status		Academic Dean, President	Ongoing	
Review foundational documents – (Institutional Goals) and selected programs		Academic Dean, Core Faculty, President, Board of Directors	05/31/2025	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2025	
Review Academic Programs		Academic	05/31/2025	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
(General Bible; Certificate in Biblical Studies)		Dean		
Improve faculty development – raise \$2,000 annually		President	05/31/2025	
Continue implementing assessment of faculty		Academic Dean	05/31/2025	
<b>KRA3: To improve administrative excellence</b>				
Continue assessment and professional development and training of administrators and staff		President and Administrators	05/31/2025	
Enroll 1-2 key administrators in ABHE 2-year Executive Leadership Development		President	05/31/2025	
Continue budget process		President and Director of Finance	05/31/2025	
<b>KRA4: To enhance library and information services</b>				
Continue five-year plan to increase library holdings		Librarian	05/31/2025	
Renew contract with FaithLife to provide Logos Remote Research Library		Academic Dean	01/01/2025	
<b>KRA5: To more effectively serve our students</b>				
Propose revisions based on student needs identified in SSI and SS results		Director of Student Life	05/31/2025	
Utilize Mason/McIntire Student Life Center & lighted softball field		Director of Student Life Director of Music Division	05/31/2025	
<b>KRA6: To increase student enrollment</b>				
Continue and revise the Enrollment Management Plan		Director of Public Relations, Director of Admissions & Recruitment	05/31/2025	
Target enrollment increase of 5% of previous year headcount		Director of Public Relations, Director of Admissions & Recruitment	05/31/2025	
<b>KRA7: To engage strategic planning as an institutional process</b>				
The institution is committed to an annual, ongoing strategic planning process, which includes assessing and	Board Meeting	Chairman	05/31/2025	
	1 full day Administrative Committee	President	05/31/2025	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
reviewing its five-year strategic initiatives each year. Each review includes evaluation of success for the previous year, reevaluation of the remaining years of the process, and a fifth year. Approve detailed plans for the following year by March.	meetings	Academic Dean	05/31/2025	
	Steering Committee meetings	Academic Dean	05/31/2025	
	Faculty meetings	Academic Dean		
	50 hours			
<b>KRA8: To develop the entire physical campus and properties</b>				
Increase curb appeal of campus		President, Board of Directors, Administration	05/31/2025	
Remodel campus faculty residences			05/31/2025	
Remodel Student Residents Halls			05/31/2025	
Remodel and upgrade main school buildings and classrooms / furniture / technology			05/31/2025	
Upgrade campus network infrastructure			05/31/2025	



## CONCLUSION

The administration identified eight Key Result Areas as focal points in planning:

- KRA1: To advance the **financial** stability of the institution
- KRA2: To greater achieve **academic** excellence
- KRA3: To improve **administrative** excellence
- KRA4: To enhance **library** and information services
- KRA5: To more effectively serve our **students**
- KRA6: To increase student **enrollment**
- KRA7: To engage **strategic planning** as an institutional process
- KRA8: To develop the entire **physical campus and properties**

These are only key priorities, but the [Assessment Plan](#) and the [Compliance Document](#) formulated many other detailed commitments to be carried out.

### Evaluation of Action Steps Completed

PVBI received Initial Accreditation in 2017 and has maintained the relationship with ABHE (KRA3). The Presidential Advisory Council (PAC) has provided significant insight, counsel, and resources (KRA1) to bring about financial stability. This is evidenced by the ongoing day-to-day operation, debt reduction, and endowment increase. The Mason/McIntire Student Life Center was completed and opened in 2019 (KRA5) and has become the center of social activity for students and staff. General campus upgrades to buildings, residences, technology, and grounds have enhanced morale to the glory of God and school spirit. Faculty credentials and professional development of faculty/staff/administration have advanced (KRA2), providing educational and experiential resources to the campus family. The January 2021 contract with Faithlife has made the Logos Remote Research Library available to students, faculty and staff (KRA4); providing resources for research and teaching to improved students' grasp of the Word of God and higher-order thinking skills.

### Process for Recycling of the Plan

As time progresses, the plan will be reviewed and renewed. The President and administration will update the planning document each year with a new Year 1. Essentially, Year 2 will become Year 1, with some adjustments from internal and external strategic planning along with an occasional SWOT analysis before rolling over the details.

In the process of preparing the Self-Study, we recognize that we have made significant improvement in assessment and strategic planning, but some of the regularly scheduled details were not completed. This should be remedied in the future as assessment and planning continue to mature.

## REFERENCE

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