

Planning Document
submitted
to the
Commission on Accreditation
of the
Association for Biblical Higher Education
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by

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November 15, 2012

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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. General Superintendent, George I. Straub, called on Rev. Truman Wise to read the Scripture. While he read from II Chronicles 6, Rev. Arthur Thomas took a Polaroid picture of Rev. Wise reading the Scripture. 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 seven-branched, flame-like forked lightning hovered over the Bible.¹ 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 next fall witnessed the opening of the Institute.



In 1973, the original four-year ministerial program and three-year Bible diploma were supplemented by additional programs in missions, music, and Christian education. Later the Bible diploma transitioned into a one-year certificate and a four-year program in Biblical studies. In addition, programs in Christian music education, child evangelism, missionary nursing, and Hispanic studies were added. Penn View Bible Institute offers education on the postsecondary level, but does not offer degrees. This is fully explained in the Compliance Document, and a letter from the Pennsylvania Department of Education is in Appendix A of the Compliance Document acknowledging that PVBI is operating "within the parameters of Pennsylvania law." The four-year programs are termed "Advanced Diploma" and the one-year program is termed "Certificate." The 2012 *Catalog* 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

¹ In the copies, only six branches extend into the sky.
PVBI Planning 2012-11-15

Advanced Diploma in Hispanic Studies
Advanced Diploma in Ministerial Studies
Advanced Diploma in Missionary Studies
Advanced Diploma in Missionary Nursing
Certificate in Biblical Studies

Institutional Mission and Goals (Intentions)

February 3, 2009, the Board and the administrators met off-campus to discuss enrollment and to analyze the Student Survey from the previous December. They discussed revising the Mission Statement, strategic planning, and a previous conference call between the administrators and Dr. Mark Smith, President of Circleville Bible College (later renamed, Ohio Christian University). The group proposed a two-day planning session with Dr. Smith, also off campus, including the Board, the General Board of God's Missionary Church, Inc., the administrators, and the division directors. Those sessions took place, March 16 and 17, 2009 in Lewisburg, PA with Dr. Smith directing the group through a SWOT Analysis (strengths, weaknesses, opportunities, threats), extended prayer times, identification of key priorities, plans for fundraising, and degree-granting. The President informed the group that the PVBI Board had voted to pursue degree granting and accreditation and that the General Board had also approved this pursuit. Six goal areas were identified: (a) finances and advancement, (b) accreditation and program initiatives, (c) marketing and enrollment, (d) technology, (e) student services initiatives, (f) physical plant.

During 2008 and 2009, the PVBI Board of Directors and the faculty and staff had worked through a process of broad participation to distill the highest priorities into a revised mission statement. The Administrative Committee took the results and proposed a statement to the Board of Directors. On January 7, 2010, the Board of Directors approved a new statement. In August 2010, the ABHE staff consultant commented that the statement did not specify higher education. The Administrative Committee proposed a revised statement, which was approved by the Board of Directors, October 4, 2010.

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.

This statement has substantially the same focus as the earlier Mission Statement, which was published in the *Catalog* (2010, pp. 1, 8). It ties in closely with the founding purpose and the mission as it has been throughout its history.

Vision for Institutional Future (Hopes and Dreams)

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 along with the offering of online studies can serve as primary means to achieve greater excellence and broader influence.

Process of Development of the Planning Document

This Planning Document comes as a culmination of years of strategic planning, first less formal, but increasingly developing into a formal process involving disciplined, written articulation, lively dialogue, fervent consent, and firm intentions. From the planning meetings as far back as 2001 when enrollment was at its highest, through the enrollment plateau of 2005 – 2007, and the enrollment decline of the years 2008 – 2011, the resolution has been to remain faithful to the founding purposes behind the school. The revising of the Mission Statement resulted in a better articulation, but no major shift in purpose. 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 Steering Committee approved the document on November 15, 2012.

SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)

As mentioned above, March 16-17, 2009, President John Zechman, Conference President Harry Plank, General Board members, PVBI Board members, administrators, and division directors (20 persons in all) met off-site with Dr. Mark Smith for two days of strategic planning. Dr. Smith conducted a SWOT analysis, mentioned above, with the following detailed results. The numbers with some of the line items indicate how many individuals expressed that idea. Line items are color coded to key areas later in the document. The line items relating to the K-12 Academy are grayed.

<i>Strengths</i>		<i>Weaknesses</i>	
Dedicated faculty and staff	5	Micro-management / lack of strategic leadership	8
Physical plant	5	Financial resources and planning	6
Campus setting	4	Faculty Benefits	6
Spiritual emphasis	3	Student Recruitment/Retention	5
Conservative holiness culture	3	Lack of degree-granting and accreditation	4
Graduates in ministry	3	Area church perception	3
Vision	2	Facilities maintenance	2
Church opportunities	2	Technological and web site needs	2
Family atmosphere		Intra-school communication	
Godly leadership		Attention to some Academy needs lacking	
Proximity to cities		Academic weaknesses	
Stable local culture		Lack of accountability, professionalism/morale	
Good Faculty/Student Ratio		Emergency management	
Work Study Program		Non-funded work program	
Public Relations – on the road		Conference affiliation	
God Ordained			
Denominational school			
Increased professional excellence			
Board Excitement for possibilities			
<i>Opportunities</i>		<i>Threats</i>	
Expanded non-traditional educational offerings	5	Federal and State regulations	7
Online education	4	Economy	3
Enterprise opportunities	3	Governmental/cultural antipathy toward Christian	3
Market the Academy	3	Competition from sister schools	2
Endowments	2	Lack of work opportunities	
Ministry in cities	2	Perception of other holiness groups: PVBI is radical	
Cross-cultural ministries	2	Students with profound dysfunctional issues	
Use diversity of fine arts in PR	2		
Relationships with nominal churches	2		
Relationships with conservative groups – home schoolers, Charity group, Mennonites			
Partnership with sister Bible Colleges sharing faculty			
Alumni connections			
A truly global vision for Penn View			
Publishing			
Appeal to church directories			
Take the choir and ensemble where the students are			
Send out quality, prepared preaching teams			
Ambassador from school to churches			
Develop a youth ministry major			
Two-year program			

As previously mentioned, the assembled group identified six goal areas: (a) **finances and advancement**, (b) **accreditation and program initiatives**, (c) **marketing and enrollment**, (d) technology, (e) **student services initiatives**, and (f) **physical plant**.

Assessment instruments administered over the last three years have indicated that students were satisfied in many ways, but they were also concerned about **degree**

granting, accreditation, and **student life issues.** **Financial** struggles highlighted the need for **strategic planning** that would undergird and enhance **fundraising.** In meetings and in private conversations, staff and faculty expressed concerns over **campus facilities.** Individuals have recognized their need for **professional development** and have underwritten the expense, but the institution has not been able to **finance** their development. These concerns dovetail with SWOT analyses and with assessment results.

On January 4, 2012, the Board of Directors met off-campus for strategic planning. They raised five general strategic initiatives: 1) **recruitment** and **enrollment,** 2) alumni, 3) **accreditation advancement,** 4) **fund raising,** and 5) **morale.**

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, recruitment,** and **strategic planning.**

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.

On October 15, 2012, President Zechman and the Steering Committee (Academic Dean Cooley, Philip Brenizer, and Rex McDowell) invested time identifying key initiatives. Building on the entire Self-Study process so far, 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 group distilled the following KRAs. (Key words are color correlated with line items in the SWOT above.)

- 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

The President and the Steering Committee 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

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

- \$10,000 for 2013 – 2014,
- then \$25,000 for 2014 – 2015,
- at least \$25,000 for 2015 – 2016,
- at least \$25,000 for 2016 – 2017, and
- at least \$25,000 for 2017 – 2018 – Standard 6C

Increase level of funding – annual unrestricted donations, (including PAC)
increase by \$20,000 above FYE 2013 in 2013 – 2014
and by \$35,000 above FYE 2013 in 2014 – 2015
Increase sources of funding – auctions, store, expanded donor base
Improve budget process

KRA2 To greater achieve academic excellence

Achieve initial accreditation status – by 2017 (candidate by 2014)
Achieve Pennsylvania degree-granting status – by 2017
Review and revise foundational documents – Standard 1
Implement assessment of Institutional Goals
Implement assessment of Program Objectives
Continue implementing Assessment Plan as a system – Standard 2A
Review Academic Programs, schedule of review years 2012-2017 – Standard 11
Improve faculty development – raise \$2,000 annually – Standard 6A, 9
Develop a plan for offering online education by 2014 – Standard 11D
Continue implementing assessment of faculty – Standard 9A

KRA3 To improve administrative excellence

Implement assessment of administrators and staff by 2013 – 2014 – Standard 2B, 4
Improve budget process by 2013 – 2014 – Standard 6C
Review and finalize the following by 01/31/2013 – before Team visit
Board Handbook, Administrative Handbook, Student Services Handbook, Library Handbook,
Upgrade by the following by 01/31/2013 – before Team visit
Student Handbook, Faculty and Staff Handbook, Technology Plan – Standard 3

KRA4 To enhance library and information services –

Create a five-year plan to increase library holdings by 2013 – 2014 – Standard 10
identify which holdings apply to Institute, have faculty identify which holdings apply to the courses they teach by 2013 – 2014
Increase access to digital resources – Standard 10
MARC compliant records
Release ABHE-Solutions OPAC search to students – by 2013
Improve library orientation for students and faculty – Standard 10

KRA5 To more effectively serve our students

Codify Student Services Handbook
Improve organization of Student Services program
Propose revisions based on student needs identified in SSI and SS results – Standard 8
Complete construction of Mason/McIntire Student Life Center (indications of need in SS 2010, SSI?) provide music practice rooms, and facilities for indoor recreation – rehearsal rooms, classrooms, and practice rooms and smaller recital facilities in Music Hall by 2013, gymnasium and other facilities by 2014

KRA6 To increase student enrollment

Improve and implement the new Enrollment Management Plan

Target enrollment increase

100 for fall 2013, up to 150 including online students by 2017

Create a plan and procedures for Title IV funding – by 2014 – Standard 8

KRA7 To engage strategic planning as an institutional process

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.

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.

Year 0 (2012-2013) – Getting Started

Several initiatives were identified to be accomplished during the year 2012-2013. Since this is before Year 1 in the plan, the year is numbered Year 0.

Relative to KRA1 (To advance the **financial** stability of the institution), the President will establish a President's Advisory Council (PAC) and normal fundraising efforts will continue in an effort to increase annual unrestricted donations.

Relative to KRA2 (To greater achieve **academic** excellence), the Assessment Plan, the Compliance Document and the Planning Document have focused attention on numerous details of assessment and planning that will continue.

Relative to KRA3 (To improve **administrative** excellence), the appropriate persons and committees are to review and finalize the Board Handbook, the Administrative Handbook, the Student Services Handbook, and the Library Handbook by January 31, 2013. In addition, the Student Handbook, the Faculty and Staff Handbook, and the Technology Plan are to be upgraded by January 31, 2013 so these revised documents can be sent to the Evaluative Team before their visit to campus. The budget is to be approved by April 30, 2013, so the improved budget process used to prepare the 2013-2014 budget will be implemented by February 28, 2013.

Relative to KRA4 (To enhance **library** and information services), the librarian and the library staff will continue completing the data migrated from the earlier database to ABHE-Solutions in preparation to release the Online Public Access Catalog (OPAC) as soon as possible.

Relative to KRA5 (To more effectively serve our **students**), as referenced above, the Student Services Handbook needs to be codified by January 31 and made available if an Evaluative Team visit is granted for spring of 2013. Completion of the Music Hall part of the Mason/McIntire Student Life Center is planned by July 31, 2013.

Relative to KRA6 (To increase student **enrollment**), the student enrollment will be targeted to increase to 100 for Fall 2013.

Relative to KRA7 (To engage **strategic planning** as an institutional process), the administration and the Board will conduct a one-day off-site planning session in January of 2013. The Steering Committee will continue meeting monthly.

Budget for the current year has already been established, but each of the KRAs will impact the budget and the budget process for Year 1, so they can be implemented not only in the planning, but in the budget.

YEAR 1 – 2013-2014

KRA/Action Steps	Resource	Responsibility	Deadline	Results
KRA1: To advance the financial stability of the institution				
Establish President's Advisory Council (PAC) – raise \$10,000	Phone contacts 25 hours	President	05/31/2014	
Increase level of funding – annual unrestricted donations, (including PAC) - \$20,000 above FYE 2013	Banquet \$1,000	President	05/31/2014	
Increase sources of funding – auctions, store, leveraging and expanding donor base	50 hours \$1,000	President, Finance Committee	05/31/2014	
Improve budget process	Department heads and division directors 25 hours	President	05/31/2014	
KRA2: To greater achieve academic excellence				
Achieve initial accreditation status – by 2017 (which is dependent on achieving candidacy by 2014);	Assessment and Document preparation 200 hours	Academic Dean, Steering Committee	Annual Report and Response to Team Visit 11/01/2013 Candidate Status 02/28/2014	
Achieve Pennsylvania degree-granting status – by 2017 (endowment proposal and application during 2016), keeping PA requirements in view through accreditation process	Continue studying requirements and communicate with PA Dept. of Ed. 10 hours	Academic Dean, President	Ongoing	
Review and revise foundational documents – (Institutional Goals in 2012-2013; Assessment Plan and selected programs, 2013-2014)	10 hours of meeting time	Academic Dean, Core Faculty, President	05/31/2014	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)	20 hours	Academic Dean, Assessment Committee	05/31/2014	
Review Academic Programs (Christian Education, Music)	1 hour of meeting time	Academic Dean	05/31/2014	
Improve faculty development – raise \$2,000 annually	Phone contacts 2 hours	President	05/31/2014	
Develop a plan for offering online education	40 hours	Academic Dean	05/31/2014	
Continue implementing assessment of faculty	10 hours	Academic Dean	05/31/2014	
KRA3: To improve administrative excellence				
Implement assessment of	10 hours	President and	05/31/2014	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
administrators and staff		Administrators		
Improve budget process	Already estimated under KRA1	President	05/31/2014	
KRA4: To enhance library and information services				
Create a five-year plan to increase library holdings by 2013 – 2014; identify which holdings apply to Institute; have faculty identify which holdings apply to the courses they teach by 2013 – 2014	10 hours	Librarian	05/31/2014	
Increase access to digital resources MARC compliant records Release ABHE-Solutions OPAC search to students if possible	200 hours	Librarian and selected student library workers	05/31/2014	
Improve library orientation for students and faculty	5 hours	Librarian	05/31/2014	
KRA5: To more effectively serve our students				
Codify Student Services Handbook	40 hours	Dean of Students	01/31/2013	
Improve organization of Student Services program	10 hours	Dean of Students	05/31/2014	
Propose revisions based on student needs identified in SSI and SS results	5 hours	Dean of Students	05/31/2014	
Complete construction of Mason/McIntire Student Life Center (indications of need in SS 2010, SSI?) provide music practice rooms, and facilities for indoor recreation – rehearsal rooms, classrooms, and practice rooms and smaller recital facilities in Music Hall by 2013, gymnasium and other facilities by 2014	\$500,000	Building Committee, Project Manager Director of Music Division	07/31/2014	
KRA6: To increase student enrollment				
Improve and implement the new Enrollment Management Plan	1,000 hours	Enrollment Manager; PR Director	06/01/2013	
Target enrollment increase 100 for fall 2013, up to 150 including online students by 2017	Promotional Materials, Postage \$5,000	Enrollment Manager; PR Director	08/18/2013	
Create a plan and procedures for Title IV funding – by 2014	25 hours	Academic Dean Board	02/28/2014 03/31/2014	
KRA7: To engage strategic planning as an institutional process				
The institution is committed to	Board Meeting	Chairman	01/31/2014	

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. Approve detailed plans for the following year by March.	1 full day	President	05/31/2014	
	Administrative Committee meetings	Academic Dean	05/31/2014	
	Steering Committee meetings	Academic Dean	05/31/2014	
	Faculty meetings			
	50 hours			

Total estimated budget impact will be 1548 hours and \$7,000 plus \$500,000 on the Mason/McIntire Student Life Center. The estimated cost to complete the Student Life Center is not factored into the budget on an annual basis. The above stated \$7,000 will be entered into the budget for 2013-2014. A number of the hours are already figured into the respective employee loads.

YEAR 2 – 2014-2015

KRA/Action Steps	Resource	Responsibility	Deadline	Results
KRA1: To advance the financial stability of the institution				
Expand President's Advisory Council – raise \$25,000		President	05/31/2015	
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2014		President	05/31/2015	
Increase sources of funding – auctions, store, leveraging and expanding donor base		President, Finance Committee	05/31/2015	
Improve budget process		President	05/31/2014	
KRA2: To greater achieve academic excellence				
Achieve initial accreditation status – by 2017 (candidate 2014)		Academic Dean, Steering Committee	Annual Report and Progress Report 11/01/2015	
Include online studies proposal in probable Self-Study		Academic Dean	11/01/2015	
Achieve Pennsylvania degree-granting status – by 2017 (endowment proposal and application 2016)		Academic Dean, President	Ongoing	
Review and revise foundational documents – (Philosophy of Education and Core Values) and selected programs		Academic Dean, Core Faculty, President	05/31/2015	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2015	
Review Academic Programs (Hispanic Studies, Missionary Nursing, Missionary Studies)		Academic Dean	05/31/2015	
Improve faculty development – raise \$2,000 annually		President	05/31/2015	
Submit request for Substantive Change to ABHE for offering online education		Academic Dean	09/15/2014	
Continue implementing assessment of faculty		Academic Dean	05/31/2015	
KRA3: To improve administrative excellence				
Implement assessment of administrators and staff		President and Administrators	05/31/2015	
Improve budget process		President	05/31/2015	
KRA4: To enhance library and information services				
Implement five-year plan to increase library holdings		Librarian	05/31/2015	
Continue converting to MARC compliant records		Librarian and selected	05/31/2015	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
Release ABHE-Solutions OPAC search to students		student library workers		
KRA5: To more effectively serve our students				
Propose revisions based on student needs identified in SSI and SS results		Dean of Students	05/31/2015	
Occupy Mason/McIntire Student Life Center; construction should be completed		Dean of Students; Director of Music Division	08/18/2014	
KRA6: To increase student enrollment				
Continue the new Enrollment Management Plan		Enrollment Manager; PR Director	06/01/2014	
Target enrollment increase to 110, targeting up to 150 including online students by 2017		Enrollment Manager; PR Director	08/18/2014	
Receive Title IV funding		Third party	08/18/2014	
KRA7: To engage strategic planning as an institutional process				
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	01/31/2015	
	1 full day	President	05/31/2015	
	Administrative Committee meetings	Academic Dean	05/31/2015	
	Steering Committee meetings	Academic Dean	05/31/2015	
Faculty meetings				
50 hours				

YEAR 3 – 2015-2016

KRA/Action Steps	Resource	Responsibility	Deadline	Results
KRA1: To advance the financial stability of the institution				
Maintain and possibly expand President's Advisory Council – raise \$25,000		President	05/31/2016	
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2015		President	05/31/2016	
Increase sources of funding – auctions, store, leveraging and expanding donor base		President, Finance Committee	05/31/2016	
Improve budget process		President	05/31/2014	
KRA2: To greater achieve academic excellence				
Achieve initial accreditation status – by 2017 (candidate 2014)			Annual Report and Progress Report 11/01/2016	
Achieve Pennsylvania degree-granting status – by 2017 (endowment proposal and application 2016)		President Academic Dean	Endowment Proposal 05/31/2016 Application 06/30/2016	
Review foundational documents – (Mission Statement) and selected programs		Academic Dean, Core Faculty, President	05/31/2016	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2016	
Review Academic Programs (Biblical Studies, Child Evangelism, Ministerial Studies, Certificate in Biblical Studies)		Academic Dean	05/31/2016	
Improve faculty development – raise \$2,000 annually		President	05/31/2016	
Continue implementing assessment of faculty		Academic Dean	05/31/2016	
KRA3: To improve administrative excellence				
Implement assessment of administrators and staff		President and Administrators	05/31/2016	
Improve budget process		President	05/31/2016	
KRA4: To enhance library and information services				
Continue five-year plan to increase library holdings		Librarian	05/31/2016	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
KRA5: To more effectively serve our students				
Propose revisions based on student needs identified in SSI and SS results		Dean of Students	05/31/2016	
Continue utilizing Mason/McIntire Student Life Center		Dean of Students Director of Music Division		
KRA6: To increase student enrollment				
Continue the new Enrollment Management Plan		Enrollment Manager; PR Director	06/01/2015	
Target enrollment increase to 115 for fall 2015, up to 150 including online students by 2017		Enrollment Manager; PR Director	08/24/2015	
Receive Title IV funding		Third party	08/24/2015	
KRA7: To engage strategic planning as an institutional process				
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	01/31/2016	
	1 full day	President	05/31/2016	
	Administrative Committee meetings	Academic Dean	05/31/2016	
	Steering Committee meetings	Academic Dean	05/31/2016	
Faculty meetings				
	50 hours			

YEAR 4 – 2016-2017

KRA/Action Steps	Resource	Responsibility	Deadline	Results
KRA1: To advance the financial stability of the institution				
Maintain and possibly expand President's Advisory Council – raise \$25,000		President	05/31/2017	
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2016		President	05/31/2017	
Increase sources of funding – auctions, store, leveraging and expanding donor base		President, Finance Committee	05/31/2017	
Improve budget process		President	05/31/2017	
KRA2: To greater achieve academic excellence				
Achieve initial accreditation status – by 2017 (candidate 2014)			Annual Report and Self-Study 11/01/2016 Initial Accreditation 02/28/2017	
Offer online studies		Academic Dean	06/01/2017	
Achieve Pennsylvania degree-granting status – by 2017		Academic Dean, President	06/30/2017	
Review foundational documents – (Institutional Goals) and selected programs		Academic Dean, Core Faculty, President	05/31/2017	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2017	
Review Academic Programs (Christian Education, Music)		Academic Dean	05/31/2017	
Improve faculty development – raise \$2,000 annually		President	05/31/2017	
Continue implementing assessment of faculty		Academic Dean	05/31/2017	
KRA3: To improve administrative excellence				
Implement assessment of administrators and staff		President and Administrators	05/31/2017	
Improve budget process		President	05/31/2017	
KRA4: To enhance library and information services				
Continue five-year plan to increase library holdings		Librarian	05/31/2017	
KRA5: To more effectively serve our students				
Propose revisions based on student needs identified in SSI		Dean of Students	05/31/2017	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
and SS results				
Continue utilizing Mason/McIntire Student Life Center		Dean of Students Director of Music Division		
KRA6: To increase student enrollment				
Continue the new Enrollment Management Plan		Enrollment Manager; PR Director	06/01/2016	
Target enrollment increase to 120 on campus for fall 2016, up to 150 including online students by 2017		Enrollment Manager; PR Director	08/22/2016	
Receive Title IV funding		Third party	08/22/2016	
KRA7: To engage strategic planning as an institutional process				
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	01/31/2017 05/31/2017 05/31/2017 05/31/2017	

YEAR 5 – 2017-2018

KRA/Action Steps	Resource	Responsibility	Deadline	Results
KRA1: To advance the financial stability of the institution				
Maintain and possibly expand President's Advisory Council – raise \$25,000		President	05/31/2018	
Increase level of funding – annual unrestricted donations, (including PAC) - \$35,000 above FYE 2017		President	05/31/2018	
Increase sources of funding – auctions, store, leveraging and expanding donor base		President, Finance Committee	05/31/2018	
Improve budget process		President	05/31/2018	
KRA2: To greater achieve academic excellence				
Continue accreditation processes			Annual Report 11/01/2017	
Review foundational documents – (Assessment Plan) and selected programs		Academic Dean, Core Faculty, President	05/31/2018	
Continue implementing Assessment Plan as a system (selected Institutional Goals and Program Objectives according to Assessment Plan)		Academic Dean, Assessment Committee	05/31/2018	
Review Academic Programs (Hispanic Studies, Missionary Nursing, Missionary Studies)		Academic Dean	05/31/2018	
Improve faculty development – raise \$2,000 annually		President	05/31/2018	
Continue implementing assessment of faculty		Academic Dean	05/31/2018	
KRA3: To improve administrative excellence				
Implement assessment of administrators and staff		President and Administrators	05/31/2018	
Improve budget process		President	05/31/2018	
KRA4: To enhance library and information services				
Continue five-year plan to increase library holdings		Librarian	05/31/2018	
KRA5: To more effectively serve our students				
Propose revisions based on student needs identified in SSI and SS results		Dean of Students	05/31/2018	
Continue utilizing Mason/McIntire Student Life Center		Dean of Students Director of Music Division		
KRA6: To increase student enrollment				
Continue the new Enrollment		Enrollment	06/01/2017	

KRA/Action Steps	Resource	Responsibility	Deadline	Results
Management Plan		Manager; PR Director		
Target enrollment increase to 120 on campus for fall 2017, up to 150 including online		Enrollment Manager; PR Director	08/21/2017	
Receive Title IV funding		Third party	08/21/2017	
KRA7: To engage strategic planning as an institutional process				
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	01/31/2018 05/31/2018 05/31/2018 05/31/2018	

CONCLUSION

The administration identified seven 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

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 applied for Applicant Status with ABHE, November 1, 2009, and was approved by the Commission on Accreditation in February 2010. Throughout the years 2010 – 2012, the administration has been acting on the recommendations of ABHE Staff Consultant, Dr. Buchanan. His recommendations have been followed and his suggestions have been addressed. The Steering Committee has coordinated the effort.

PVBI has implemented assessment and planning in the past, but it was less formal in structure. Assessment data was not systematically directed into the planning and budget process. The Self-Study process has disciplined and formalized the assessment and planning procedures and enhanced the operation of the school. With the submission of this Self-Study, the administration is preparing in hopes of receiving a team visit in the spring of 2013. The Steering Committee and the Assessment Committee will continue to assemble, analyze, and summarize assessment data in preparation in order to have further data to present to the team.

Process for Recycling of the Plan

As time progresses, the plan will be reviewed and renewed. The Steering Committee will create a planning document each year with a new Year 1. Essentially, Year 2 will become Year 1, with some adjustments from the annually scheduled annual SWOT analysis before rolling over the details.

In the process of preparing the Self-Study, some of the regularly scheduled assessment details were not completed. This should be remedied in the future as assessment and planning become more habitual and the press of writing a Self-Study is past.

REFERENCES

Hunt, C., Oosting, K., Stevens, R., Loudon, D., & Migliore, R. (1997). *Strategic planning for private higher education*. New York: Haworth Press.