

Comprehensive Strategic Plan (CSP) 2023-28



"They read from the Book of the Law of God making it clear and giving the meaning so the people could understand what was being read." - Nehemiah 8:8

The most recent version of this document is available for viewing and printing on the TBS website under “About – TBS Documents.”

The Bible Seminary

Campus: 2655 S Mason Road, Katy, TX 77450

Mailing: 23501 Cinco Ranch Blvd Ste H120-930, Katy, TX 77494-3109

281-646-1109 (Phone)

Info@TheBibleSeminary.edu

TheBibleSeminary.edu

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Note: For additional information, consider the TBS handbooks as companion documents to this plan.

Introduction



LIFE • LEADERSHIP • LEGACY

The Bible Seminary (TBS) is an independent, non-denominational, 501(c)(3) charitable institution of higher education incorporated in Texas in 2010 to offer training for laity and vocational ministry professionals. On-campus and Distance Education programs include a non-degree certificate program, as well as Dual Degree Completion, nine Master of Arts, and a Master of Divinity degree program.

The seminary is an accredited member of the Transnational Association of Christian Colleges and Schools (TRACS), a member of the National Council for State Authorization Reciprocity Agreements (NC-SARA) approved to offer Distance Education, a member of the Council for Higher Education Accreditation (CHEA), an approved CEU provider for the Association of Christian Schools International (ACSI), and an accredited member of the Evangelical Council for Financial Accountability (ECFA).

TBS aims to glorify God by impacting multitudes of souls for Christ and to help fulfill the Great Commission by the power of God's Spirit. Our mission is to foster biblical literacy through comprehensive and strategic studies of all 66 books of the Bible, cultivate professional leadership skills for life and ministry, and deploy Christian disciples in service worldwide. Faculty integrate studies of the Bible with historical, theological, and practical disciplines and engage in experiential education through classroom instruction, study tours, hands-on ministry training, and community-based training with ministry professionals.

Leadership includes Dr. K. Lynn Lewis, President; Dr. Scott Stripling, Provost and Vice-President of Donor Relations; Dr. Israel Steinmetz, Dean of the Graduate Programs and full-time Professor; numerous adjunct faculty members, ministry professionals, and mentors who serve as part of the teaching team; and a Board of Trustees.

Accreditation



The Bible Seminary is a member of the Transnational Association of Christian Colleges and Schools (TRACS) [15935 Forest Road, Forest, VA 24551; Telephone: (434) 525-9539; e-mail: info@tracs.org] having been awarded Accredited Status as a Category III institution by the TRACS Accreditation Commission on October 26, 2020. This status is effective for a period of five years. TRACS is recognized by the United States Department of Education (USDOE), the Council for Higher Education Accreditation (CHEA), and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). For more information, visit [TRACS.org](https://www.tracs.org).

TBS is an Accredited member of the Evangelical Council for Financial Accountability (ECFA). Based on the ECFA Seven Standards of Responsible Stewardship™, including financial accountability, transparency, sound board governance and ethical fundraising, ECFA accredits leading Christian nonprofit organizations that faithfully demonstrate compliance with the ECFA Standards pertaining to financial accountability, fundraising, and board governance. For more information, visit [ECFA.org](https://www.ecfa.org) or call 1-800-323-9473.



The Bible Seminary is a participating member of the National Council for State Authorization Reciprocity Agreements (NC-SARA), a private nonprofit organization 501(c)(3) that helps expand students' access to educational opportunities and ensure more efficient, consistent, and effective regulation of distance education programs. For more information, visit [NC-SARA.org](https://www.nc-sara.org).

Also see:

- [Council for Higher Education Database of Accredited Institutions](https://www.ed.gov/ipeds/data/college_profiles/accreditation/)
- [U.S. Department of Education Database of Accredited Institutions](https://www.ed.gov/ipeds/data/college_profiles/accreditation/)

Covenantal Documents

The Bible Seminary requires all administration and staff, Board members, faculty, and graduate students to read and sign agreement with the covenantal documents below that help define the ideological, relational, and theological parameters of the seminary community. Generally, everyone signs these documents annually in conjunction with their employment, enrollment or re-enrollment, and service contracts.

Vision and Mission

Vision: The Bible Seminary (TBS) exists to glorify God by impacting multitudes of souls for Christ and to help fulfill the Great Commission by the power of God's Spirit.

Mission: Our mission is to foster biblical literacy through studies of all 66 books of the Bible, cultivate professional and lay leadership skills, and deploy trained Christian disciples in service worldwide.

Core Values

Key Verse

"They read from the book of the Law of God, making it clear and giving the meaning so that the people could understand what was being read."

Nehemiah 8:8

Lordship – Because He is Lord (Philippians 2:11), we will continually ask Jesus Christ to sit on the throne of the seminary and on the throne of the lives of its faculty, administrators, and students for the glory of God (1 Corinthians 10:31).

Bible – Because the Bible is the fully true Word of God (2 Timothy 3:16), we will offer and require the study of all 66 books of the Bible before graduation with a degree. We will seek to creatively integrate classical theological disciplines and ministry training by studying books of the Bible (i.e. Church History will begin with the Book of Acts and keep going; Pastoral Leadership will come through the study of the Pastoral Epistles; Systematic Theology will flow out of the study of the Pauline Epistles).

Prayer – Because apart from Him we can do nothing (John 15:5), we will continually seek to plug into the Vine Jesus Christ through yielding to Him in prayer. We will offer a unique emphasis on prayer, integrated with the curriculum, in classroom settings, meetings, and continual prayer opportunities in the life of the seminary.

Unreached Peoples – Because the return of Christ awaits the evangelization of all people groups (Matthew 24:14), we will keep our eyes on the unreached peoples of the world and train our students to have a heart for the fulfillment of the Great Commission (Matthew 28:18-20) by seeking to reach millions of souls for Jesus Christ.

Local Church – Because the church universal (the body of Christ) is God's plan (Matthew 16:18), comprised of local churches (Acts 20:28; Romans 16:3-5; Acts 5:42), we will have a symbiotic relationship of service, training and education with local churches and parachurch ministries.

Community – Because we were created for community (Genesis 1:26; Hebrews 10:24-25), we will seek to build a unique fellowship where we continually grow together in relationship and as followers of Christ, seeking to live as examples of biblical community, where authenticity and accountability are practiced, and where integrity is modeled and taught (Romans 12:4-5; Acts 2:42-47; 4:32-35).

Compassion – Because God has a huge heart for the poor and overlooked (Matthew 25:31-46), we will strive to motivate, equip, and train students to minister to "the least of these" as a lifestyle.

Institutional Objectives

The Bible Seminary strives to provide faculty, staff, and support services that:

- Promote belief in Jesus Christ as **LORD** and the centrality of discipleship by offering Christ-centered educational programs and courses.
- Promote all 66 books of the **BIBLE** as the fully true Word of God by integrating the study of these biblical books into studies of classical theological disciplines and ministry training.
- Promote the vital priority of **PRAYER** by modeling and teaching prayer in classes, events, meetings, publications, and retreats.
- Promote awareness of and compassion for **UNREACHED PEOPLES** of the world by offering education in missions and engagement in cross-cultural endeavors.
- Promote experiential training by integrating **LOCAL CHURCH** and parachurch ministry leaders, site visits, and service opportunities into educational experiences.
- Promote authenticity, accountability, and integrity through genuine communication, collaborative learning, and ethical relationships in an academic faith **COMMUNITY**.
- Promote **COMPASSION** by providing education and cooperative experiences in ministering to the poor, overlooked, and underprivileged.

Progress in achieving each institutional objective is measured with Likert Scale assessments completed by students prior to beginning and upon completion of curriculum.

Institutional Outcomes

- The student will demonstrate mastery of all 66 biblical books by completing a summative Capstone project (CAP 590) as the culmination of his or her program prior to graduating with a degree.
- The student will demonstrate learning proficiency, progression in study skills, and academic achievement through successfully passing course exams, improving scores between pre-course and post-course assessments, research reports, written papers, and class presentations.
- The student will demonstrate evidence of core ministry skills in basic and advanced hermeneutics, pastoral leadership, preaching and teaching, biblically-based counseling, and cultivation of personal and group spiritual formation by successfully passing course exams, improving scores between pre-course and post-course assessments, and submitting respectable quality research reports, written papers, class presentations, and ministry service reports.
- The student will demonstrate exegetical comprehension and applied learning from the study of biblical cultures, languages, history and theology through successful engagement in course assignments and ministry activities within the seminary educational community and beyond, and by successfully passing course exams, improving scores between pre-course and post-course assessments, and submitting respectable quality, research reports, written papers and class presentations.

Doctrinal Statement

- **We believe in the inspiration and authority of Scripture** – The Bible is the only inspired Word of God, fully true, and our sole authority for all that we believe and do (2 Timothy 3:16-17; 2 Peter 1:20-21; Matthew 5:18). We hold to the inerrancy of Scripture, as outlined in the “Chicago Statement on Biblical Inerrancy.”
- **We believe in one God** – There is only one true God who exists eternally in three Persons: God the Father, God the Son, and God the Holy Spirit (Genesis 1:26; Deuteronomy 6:4; Matthew 28:19; John 14:9; Acts 5:3-4,9; 2 Corinthians 3:17; 13:14; Hebrews 1:1-3, 1 John 5:7).
- **We believe in the deity and humanity of Christ** – Jesus Christ is Lord, being fully God and yet fully Man, born of a virgin, as affirmed in the Nicene, and Apostles’ Creeds (Matthew 1:18-23; Luke 1:26-38; John 1:1-2,14; Philippians 2:5-8; Colossians 1:13-20; Hebrews 1:8).
- **We believe in substitutionary atonement** – Jesus Christ died on the cross as our substitute – taking upon Himself the penalty of the sins of fallen humans (John 1:29; Romans 3:25-26; 5:8, 12-19; Galatians 3:13; 2 Corinthians 5:21; 1 Peter 3:18).
- **We believe in the resurrection of Christ** – Jesus rose from the dead in a bodily resurrection defeating sin and death (Romans 6:4-9; 10:9; 1 Corinthians 15:3-6).
- **We believe in salvation by grace through faith alone** – A person is saved from eternal separation from God as a free gift when that person places their faith in Jesus Christ who is the only way to the Father (John 1:12; 3:16; 5:24; 14:6; Acts 4:12; Romans 1:16-17; Ephesians 2:8-9; Revelation 21:27).
- **We believe in the Second Coming of Jesus Christ** – Jesus Christ will come again to judge the living and the dead (Matthew 24-25; Acts 1:9-11; 1 Thessalonians 4:13-18; Revelation 19-21).
- **We believe in heaven and hell** – Believers in Jesus Christ will be resurrected to everlasting blessedness and joy in eternal fellowship with God (1 Corinthians 15:35-57; 2 Corinthians 5:1-9; Philippians 3:20-21; 1 Thessalonians 4:13-17; Revelation 21:1-7; 22:1-5). Unbelievers will be resurrected to conscious separation from God and eternal punishment (Matthew 25:41,46; Mark 9:43-48; 2 Thessalonians 1:7-9; Revelation 14:9-11; 20:10-15; 21:8).

WHERE WE STAND ON SOME CONTROVERSIAL SOCIAL ISSUES

We acknowledge that the following social issues generate much pain and division in some churches, and we do not approach these issues lightly or glibly. But we also acknowledge that at the heart, these are authority of Scripture issues. We believe the Bible is clear about the following:

- **Abortion** – We believe human life inside a mother’s womb begins at conception and that at conception, a real human being is created in the image of God (Psalm 139:13-16; Jeremiah 1:4-5; Luke 1:39-45) and, therefore, that abortion is murder and wrong/sin (Exodus 20:13). We believe God offers full forgiveness to an abortive mother/father who has turned to Jesus Christ (Colossians 2:13-15; Ephesians 1:7).
- **Celibacy, Marriage, and Sexuality** – We believe God created humans in His image, intentionally and immutably male and female, each bringing unique and complementary qualities to sexuality and relationships (e.g., Genesis 1:27; 2:18, 21-24; Matthew 19:4-5; Ephesians 5:22-33). Celibacy, marriage, and sexuality in general are gifts from God to be expressed: (1) within specific boundaries He designed for our safety and pleasure, and (2) within the confines of His purposes, which include gratefully honoring the Lord with our bodies and minds (e.g., Proverbs 6:20-7:27; Romans 12:1-2; 1 Corinthians 6:19-20; 7:19-20; Ephesians 4:17-5:21).

We believe God ordained marriage to be a lifelong union between one man and one woman (e.g., Genesis 2:18, 21-24; Matthew 19:4-9, Mark 10:5-9, Ephesians 5:31). God's design for sexual acts is within marriage for the purpose of moral human procreation and the unique pleasurable intimacy (one flesh) intended for husbands and wives (e.g., Genesis 1:27-28; 9:1; 35:11; Psalm 127:3; Proverbs 5:18-19; Song of Solomon 7:6-13; 1 Corinthians 7:5). Sexual acts outside God-instituted boundaries are sinful and defy God's natural order, plans, and purposes (e.g., Exodus 20:14; Leviticus 18:7-23; 20:10-21; Matthew 5:27-28; 15:19; 1 Corinthians 6:9-13; Galatians 5:19; Colossians 3:5; 1 Thessalonians 4:2-8; 1 Timothy 1:8-11; Jude 7, cf. Genesis 19). We do not believe in ordaining self-avowed practitioners of such sexual sin and do not believe in the validity of ceremonies that celebrate same-sex unions (e.g., Leviticus 18:22; 20:13; Romans 1:18-32; Hebrews 13:4).

- **Ministry Leadership** – We believe persons engaged in willful, ongoing sinful practice(s) should not serve in ministry leadership (Romans 1:18-32; I Corinthians 5:1-13 and 6:9-20; I Thessalonians 4:1-8; I Timothy 3:1-13; Titus 1:5-9), and those already serving in ministry leadership who engage in ongoing sinful behavior(s) should be disciplined and removed from ministry leadership (I Samuel 15: Matthew 18:15-18). We believe true repentance is an essential first step in the sanctification process necessary towards restoration of ministry leadership (I Corinthians 6:9-11; I Thessalonians 4:1-8). Therefore, anyone considering ministry leadership via a path that includes seeking a degree from and/or working for The Bible Seminary should evidence public and private freedom from sinful behavior(s) over time (Matthew 3:8; Acts 26:20; James 2:14-26), since ministry leadership is incorporated into official positions and roles at The Bible Seminary, including administration, board, faculty, staff, volunteers and students.”

Ethos Statement

It is a high honor and privilege to represent God to people by training for and serving in ministry. When people see someone “in the ministry,” they see that person as representing Christ’s church. It is for this reason that the Bible outlines in 1 Timothy 3 some of the expectations and qualifications of a leader in the church. It is very important for each member of the seminary community (no matter what their position) to seek to live up to these standards (with God’s help and empowerment). Thus, we ask each member of the seminary community to covenant to lead a life that is “above reproach” as defined by the following Ethos Statement. The heart of this document is healthy community full of grace and truth (John 1:17).

As a member of the seminary community, I agree, with God’s help and empowerment, to live by the following ideals to the best of my ability:

1. I will seek to walk with God through a personal relationship with Jesus Christ (Genesis 5:22; John 17:3; Mark 12:29-31; Ephesians 2:8-9).
2. I will seek to have no other gods than Jesus Christ (Exodus 20:3-6; 1 Peter 3:15). I will seek to keep myself from idolatry (1 John 5:21) by not making idols out of money, sex, power, people, material things, school, or ministry success.
3. I will work as “unto the Lord” (Colossians 3:23-24). I will give God my best in my family, in my job performance, and in my training for ministry.
4. I will refrain from sexual immorality (1 Thessalonians 4:3-5). If I am married, I will be faithful to my spouse (Exodus 20:14). If I am single, I will remain celibate in my singleness. I will not engage in homosexual practice (1 Corinthians 6:9-11).
5. I will refrain from drunkenness or the use of illegal drugs (Ephesians 5:18). I will not allow a substance to control me, rather I will seek to be controlled by God. If I choose to “drink socially,” I will do so in a way that does not cause other people to stumble (1 Corinthians 8).
6. I will practice biblical conflict resolution. If someone hurts or offends me, I will go to that person and speak the truth in love (Ephesians 4:15,25) and forgive them (Ephesians 4:32). If this does not resolve the issue, I will then involve a second person as prescribed in Matthew 18:15-17. I will not slander another person by talking negatively about him/her (Ephesians 4:31). I will seek to build others up with my words (Ephesians 4:29). If I cannot bring resolution through these steps, I will seek counsel.
7. I will be respectful of those in authority over me and submit to their leadership (Hebrews 13:17) unless they were to call me to do something contrary to Scripture (Acts 5:27-29). I will seek humbleness in my life (1 Peter 5:5-6).

The purpose of this Ethos Statement is to maintain order (1 Corinthians 14:40) and to uphold integrity, respect, honor, and character (2 Timothy 2:20-22). There is plenty of grace in this community for mistakes (James 5:16), whereas there is not room in this community for blatant and unrepentant rebellion (1 Corinthians 5). I agree to do my best to live by this Ethos Statement with God’s help and power through Jesus Christ and for His glory.

Academic Freedom Statement

The Bible Seminary (TBS) is in mission to provide academic instruction and vocational training for Christian ministers to perform as pastors, counselors, missionaries, church planters, and leaders. Supporting this mission are the seven adopted Core Values of TBS and basic Christian convictions stated in the TBS Covenantal Documents and the Faculty Handbook.

Diversity of education and religious viewpoint is available to society through the plurality of global academic institutions. At TBS, we invite the richness of interpretation and study of the Bible as we seek its deepest meaning and truth. TBS is to be distinguished as an academic institution that shares a basic set of Core Values among its students, faculty, administrators, and Board of Trustees. Instruction, research, and academic investigation are to uphold and respect the positions provided in the Core Values, the Ethos and Doctrinal Statements, and the Faculty Handbook. For example, the following statement from the TBS Faculty Handbook summarizes one of our institutional doctrinal positions that we expect all TBS faculty to uphold:

Creationism versus Evolution

God created the heavens and the earth (Genesis 1:1); God set the land to produce seed-bearing plants and trees (Genesis 1:11-12); God created all living things in the sea and on land, and the birds of the sky (Genesis 1:20-25); and God created man, male and female (Genesis 1:26-27). Scientific observations make obvious that God's creation is uniquely enabled by God to adapt to its environment, making subtle changes over time to survive and thrive in the world – a process often described as “micro-evolution.” Humans have also adapted and diversified, as indicated by the many races, peoples, and societies that have developed through the ages. However, this ability to adapt is not a substitution for the absolute truth that God created humans in His image (Genesis 1:27), breathed life into man (Genesis 2:7), and, after the discovery of sin by the first humans, Adam and Eve, God dispatched mankind to the less-than-perfect circumstances in which we live life today (Genesis 3:14-24). Therefore, while we acknowledge the phenomena of micro-evolution, we reject the macro-evolutionary theory of how plants, animals, and humans came to exist. Rather, we embrace the biblical view of creation that God created the heavens and the earth and all that is within it, including humans. We are open to either a young earth view of creation (where “yowm” = 24-hour period) or an old earth view of creation (where “yowm” = an age).

In general, Academic freedom means individuals have rights to engage in intellectual debate, research, and speech, through written or electronic correspondence, on and off campus, without fear of censorship, retaliation, or sanction. This freedom encompasses rights to maintain academic standards and gives faculty members reasonable latitude in deciding how to teach assigned courses; encourages intellectual integrity; sustains pedagogical approaches consistent with disciplines taught; and informs evaluations of student work, all exercised within the shared boundaries defined by the TBS Covenantal Documents.

Academic freedom does not involve expressions that substantially impair the rights of others or the imposition of political, religious, or philosophical beliefs on individuals of the TBS community. Academic Freedom does not provide protection of faculty who demonstrate professional ignorance, incompetence, or dishonesty with regard to their assigned discipline or fields of expertise, or who engage in arbitrary or capricious evaluation of students.

All members of the TBS community have a right to due process. Anyone alleging or responding to a potential breach of academic freedom should follow the TBS Grievance Policy.

Nondiscriminatory Policy

The Bible Seminary admits students of any race, sex, color, disability, age, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the Seminary. It does not discriminate on the basis of race, sex, color, disability, age, or national or ethnic origin in the administration of its hiring policies, educational policies, admissions policies, scholarship and loan programs, and other school-administered programs.

Philosophy of Education

We believe the Bible is one book, written by many authors over time, inspired by one Spirit for all time – and is the best training manual for ministry.

We believe that doing ministry, debriefing ministry, and studying ministry – in association with called, life-giving, seasoned and Spirit-filled professionals – is an effective educational model.

We believe a balanced, Bible-based, Christ-centered, mission-focused educational approach includes a comprehensive curriculum that integrates studying through all 66 biblical books along with studying standard historical, theological, and practical disciplines critical to developing professional skills for 21st century ministry.

We believe that challenging and nurturing students, getting them into the Word of God, and helping them think biblically while listening to the Holy Spirit, involves a unique combination of professional ministry training, cutting-edge tools, and extraordinary experiences.

We believe that interactive personal engagement over time, among groups of individuals with a common set of core values and doctrines and ethical standards, and with diverse backgrounds and experiences, can offer an exciting, family-friendly, practical, rich, and unparalleled learning environment.

We believe that a journey of theological education should accomplish the following:

- Glorify the Lord
- Be rooted in His Word
- Nurture an intimate, faithful, trusting relationship with the Father, Son, and Holy Spirit
- Cultivate a contextual and more profound understanding of God and creation, scripture and the world, heaven and earth, culture and history, time and eternity, and things seen and unseen
- Equip students with relevant experiences, knowledge, relationships, training, and tools for a lifetime of ministry leadership
- Lead to a passionate commitment to love and serve the Lord and others with all that students are and have, in perpetuity.

Facts

Incorporation and Licensing

- Independent and non-denominational
- Registered Domestic Non-Profit Corporation in the state of Texas (Feb 2010)
- Registered IRS 501(c)(3) Charitable Institution of Higher Education (Aug 2010)
- Exemption by Texas Workforce Commission (Mar 2011, Oct 2018, Aug 2020)
- Exemption by Texas Higher Education Coordinating Board (May 2011)
- Affiliate Member of the Association for Biblical Higher Education (2012 - Jul 2021)
- Approved CEU provider by the Association of Christian Schools International (Oct 2015)
- Approved by the Transnational Association of Christian Colleges and Schools (TRACS) for Applicant Status (Jan 2018), Candidate status (Apr 2019), Accredited status (Oct 2020), and to offer Distance Education (Apr 2021)
- Approved accredited member of ECFA (Sep 2019)
- Approved member of the National Council for State Authorization Reciprocity Agreements (Dec 2021, Aug 2023)

Founders

- Dr. James E. Leggett, *Founding President* (2010-13)
- Rev. Paul Helbig, *Bible Institute Co-founder and Lead Faculty* (2008-16)
- Mr. Dan Dunham, *Founding Board of Trustees Chair* (2010-13)
- Grace Fellowship Church, *Seed funding for launch* (2010-11)

Executive Officers

- *President*, Dr. K. Lynn Lewis (2014-present), Executive Vice-President/Provost (2011-13)
- *Provost*, Dr. Scott Stripling (2017-present)
- *Vice-President of Finance and Administration*, Mr. Rick McCalip (2010-present)
- *Board of Trustees*, Mr. Adam Peters (Chair) with 11 total members

Programs

- *Master of Divinity* (84-credit hours)
- *Master of Arts* (four majors plus four concentrations, 48 to 60-credit hours)
- *Dual Degree Completion* (*Bachelor of Arts in Christian Ministry* in conjunction with a TBS MA or MDiv)
- *Certificate of Theological Studies* (27-credit hours)

Faculty

- Two full-time administrators who also teach
- One full-time faculty member and 15+ adjunct professors and teaching assistants
- 50+ professionals who serve as mentors and visiting teachers

Unique Features

- All programs cover all 66 books of the Bible
- Comprehensive, relevant education and training for 21st century leadership
- Local mentoring and training opportunities throughout the graduate degree programs
- Educational experiences in classrooms, on-site visits to regional locations and international locations, especially in Israel

Special Program Elements

- Distinctively clear core values, doctrine, and ethos statements
- Holy Land Study tours and archaeological excavation opportunities
- Technological study and resource tools
- Multiple experiential learning opportunities
- Strong commitment to helping students graduate with ZERO (\$0) seminary debt

History

The Bible Seminary's passion for vibrant Bible-based, Christ-centered, mission-focused leadership training began with Dr. James E. Leggett, founder and senior pastor of Grace Fellowship Church in Katy, Texas. Under the leadership of Teaching Pastor, Paul Helbig, the church established a Bible Institute in 2008 teaching all 66 books of the Bible. A team led by future Board Chair, Dan Dunham, and Vice-President of Finance and Administration, Rick McCalip, helped incorporate The Bible Seminary (TBS) in 2010 as an independent, non-denominational, charitable 501(c)(3), educational institution of higher education. The Board named Dr. Leggett as volunteer President and the church raised \$1,100,000 from 260 donors to help launch the seminary.

In 2011, the Board hired Dr. K. Lynn Lewis as full-time Executive Vice-President and Provost; received exemptions for its Master of Divinity program by the Texas Workforce Commission and Texas Higher Education Coordinating Board; transferred the Bible Institute from Grace Fellowship to TBS; and graduated the first 12 students from the Bible Certificate program in December 2011.

In 2012, TBS received approval for Affiliate status with the Association for Biblical Higher Education (ABHE). The graduate program launched on September 4, 2012 with 12 inaugural students. In 2014, Dr. Leggett resigned as volunteer President, the Board named Dr. Lewis as President, and TBS hired a full-time Provost.

In 2015, TBS established a Master of Arts program, a Dual Degree Completion program, a Licensed Professional program consisting of core graduate courses, awarded its first graduate degrees (seven Master of Divinity and one Master of Arts), launched a Spanish Bible Certificate program, and received approval from the Association of Christian Schools International (ACSI) to provide continuing education.

In 2016, TBS began offering courses in regional locations. In 2017, the seminary hired Dr. Scott Stripling as Provost and Dr. Douglas Petrovich as full-time faculty member, revised the Bible Certificate program, and received recognition by the *Knowledge Review* as one of the 10 Most Preferred Divinity Schools for Religious Studies 2017. In 2018, TBS added four new Master of Arts programs, reduced Master of Divinity credit hours from 96 to 84, revised the Licensed Professional program, received approvals of exemption from the Texas Workforce Commission, and added new remote instructional locations.

In 2019, TBS hired Dr. J. Paul Nyquist as Dean of Graduate Programs and became an accredited member of the Evangelical Council for Financial Accountability (ECFA). In 2020, TBS named Dr. Doug Petrovich Dean of Graduate Programs and Mrs. Carousel Pieterse Director of the Bible Certificate Program, renamed the "Licensed Professional" program the "Vocational Ministry" certificate program, and earned Accredited Status with the Transnational Association of Christian Colleges and Schools (TRACS). In 2021, TBS received approval from TRACS to offer Distance Education and became a member of the National Council for State Authorization Reciprocity Agreements (NC-SARA).

In 2022, TBS added four Master of Arts Concentrations, formed a publishing division (Nehemiah Press), opened the 3J Archaeological Museum, hired Dr. Israel Steinmetz as Graduate Dean, and named Dr. Scott Stripling as Provost and Vice-President of Donor Relations.

In 2023, TBS transformed the non-degree Bible Certificate and Vocational Ministry Certificate programs into the non-degree Certificate of Theological Studies program.

Planning, Use, and Design

Planning and Use

This TBS Comprehensive Strategic Plan (CSP) depicts a schematic outline summarizing progression of ongoing planning, budgeting, engagement, and governance processes. It ensures alignment of the institution's Covenant Documents (Mission, Purpose, Core Values, Doctrines, Ethos, Institutional Objectives, Educational Philosophy, and policies) with annual strategic objectives, goals, budgets, and implementation timing. Alignment spans key areas addressed directly in the CSP component sections.

Original Version Development

Since 2010, as detailed in the bylaws, TBS has engaged in an annual planning and budgeting process involving the Administration and the Board. Following the launch of the Master of Divinity program in September 2012, the Board commissioned subcommittees to provide supplemental annual planning efforts to address strategic areas. Additionally, in February 2014, the Board convened the first annual Board Strategy Retreat with three distinct goals:

1. To understand the current state of TBS, including internal and external challenges
2. To identify key upcoming priorities
3. To identify specific actions needed to advance select priorities

Retreat follow-up included forming a Strategic Plan Sub-committee to advance the work and integrate it with existing TBS planning and governance processes to formulate the first 5-year Comprehensive Strategic Plan (CSP). Over the next few months, CSP Subcommittee Chair Bob Button initiated sessions with Administration and the Board Chair to map out a process to develop and approve an official CSP. The process included convening a workshop with administration, faculty, and student representatives to obtain grass roots constituency input. Additional discussions between the TBS President, Board Chair, and subcommittee chair, and then a subcommittee meeting with the TBS President, resulted in adoption of the CSP design framework, identification of component sections, identification of section objectives, goals, timetables, responsible individuals tasked with completing, financial resources, and item statuses. The committee issued the first draft to the Board in mid-August, received feedback, made revisions, the Board received the original version and approved it at the September 28, 2014 Board meeting.

Ensuing Versions and Use

TBS administration and staff review the CSP annually as part of the ongoing cycle of planning, budgeting and assessments outlined in the Comprehensive Assessment Plan (CAP). The Board utilizes the CSP as the outline for the annual Strategic Planning Retreat, normally held each February or March, and approves updated CSP's regularly. The back page of the plan notes the dates of the original Board-approved version, most recent Board-approved version, and most recent edited version.

Design

The outline consists of ten component sections: 1) Prayer, 2) Educational Programs, 3) Enrollment, 4) Staffing, 5) Finances, 6) Facilities, 7) Policies and Procedures, 8) Accreditation, 9) Alumni, and 10) Communications and Marketing. Each section is further divided to address the following elements:

| Objective | Goals | Timeline | Leader(s) | Forecast | Status |
|-------------------------|----------------|---------------------------------------|--|--|--|
| Initiative(s) to pursue | Specific goals | Time ranges, deadlines, targets, etc. | Position(s) responsible for implementation | Budget key category related to funding the initiative(s) | Status at the time of latest plan review |

In practice, TBS leaders additionally engage in a SWOT analysis of each of the ten areas. The administration, staff, faculty, students, and Board conduct analysis separately during January and February, and these are combined for joint review during the annual Board planning retreat. The graphic below depicts the general format.

SWOT ANALYSIS



Plan Components

1. Prayer

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|---|--|---|--|---|
| Undergird the work of TBS with a foundation and network of prayer in accordance with our Core Values and Doctrine | D - Open all regular Board meetings with focused, strategic prayer <ul style="list-style-type: none"> • Agenda item • Prayer prompts • Corporate and sub-groups | Every Board meeting | Board Chair | \$0 | Ongoing since 2010 |
| A - Classes on prayer B - School of prayer C - Prayer faculty D - Opportunities for prayer in the life of the seminary | D – Open/Close class w/prayer | Regularly | Faculty | I. | Ongoing |
| | A – Graduate courses, “PRA 501” and PRA 502 (old) | Regularly | Faculty | I. | Ongoing since Spring 2013 |
| | C – Prayer faculty <ul style="list-style-type: none"> • Helbig, Chaplain • T. Teykl • L. Pattillo • L. Lewis | 2012-17 2014-17 2017-18 2020-present | Provost | I. I. I. I. | Ongoing |
| | D - Strategic prayer initiatives <ul style="list-style-type: none"> • 25-2 Challenge • SAT Prayer Breakfast • Student SFM Prayer Retreat • 40 Days of Prayer • Calendar (email/Facebook) • 2020 Vision • Email/Newsletter Prompts • Birthday Card Prompts • Beyond | 9/2011 1/14/2012 10/2013 10-11/2015 3-5/2019 11/19 – 9/20 2021-23 2023-present 2023-26 | Board Chair President President Board Chair President President President Dev. Dir. President | \$0 I. I. I. \$0 I. I. I. I. I. | Complete Complete Complete Complete Complete Complete Complete Ongoing Began 2023 Began Sep 2023 |
| | D - Participate in Katy Church prayer initiatives <ul style="list-style-type: none"> • Monthly Pastor’s Prayer Luncheons (TBS annual host at Grace Fellowship) | Monthly and annually | President | I. | @TBS/Grace 2/01/12, 2/13/13, 2/05/14, 2/04/15, 2/03/16, 2/01/17, 2/07/18, 2/02/22, 3/1/23 |
| | • National Day of Prayer | Annually | President | D.4 | Since 2012 |
| | • Summit Prayer Retreats | Annually | President | K.1,3 | Since 2012 |
| | B – Prayer School <ul style="list-style-type: none"> • Draft outline with Teykl • Launch Prayer School • Affiliate education with Great SW Prayer Center | Dec 2015 Paused Ongoing | President and Provost | I. | Completed (on hold) Su 2020, PRA 501 Sp 2022, PRA 101 Fa 2023, PRA 501 |

2. Educational Programs

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|---|----------------|---|--------------------|---|
| Bible Certificate Program (BC) | | | | | |
| <p>Offer a BIBLE CERTIFICATE (BC) program that engages students in all 66 Bible books</p> <p>Begin with program consisting of 7 core classes plus at least 1 elective.</p> | Offer Bible Certificate (BC) courses every semester | Annually | Provost | F.2-8 I. J.1 | Since 2008 (Fall and Spring semesters) |
| | Offer at least one Bible Study Methods (BSM) class every year | Annually | Provost | | 2013-2023 (except 2020) |
| | Offer one OT and NT course every semester | Annually | Provost | | 2013-23 |
| | Offer minimum of 1 Elective/semester | Annually | Provost | | 2013-23 |
| | Offer every class at least once every 4 semesters | Annually | Provost | | 2013-23 |
| | Deliver instruction face-to-face every semester | Annually | Provost | | 2008-23 |
| | Deliver instruction online | Annually | Provost | | 2020-23 |
| Offer Continuing Education credit (CEU) for BC courses | Review CEU organizations for options, select one, pursue relationship, and implement CEU credits as an option. | Initiated 2015 | Provost | I. | Completed summer 2015 |
| | Establish relationship with the Association of Christian Schools International (ACSI) to offer CEU credit for TBS BC courses. | Initiated 2015 | Provost | I. | Approved Nov 2015, 1 st credits given Dec 2015 and continues |
| | Conduct Audit of BC courses and CEU recipients | Summer 2020 | Registrar | I. | Complete |
| Evaluate the scope, design, and delivery of the BC program | Conduct research, suggest improvements based on research, and formulate plans | 2017 | Admin. Faculty Students Alumni | I. | Completed 2017 |
| | | 2021-23 | Admin. FA, SGA | | Completed 2023 |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|---|--|---|------------------|---|
| Implement BC changes suggested derived from reviews | <ul style="list-style-type: none"> Refine BC CORE to: <ul style="list-style-type: none"> Bible Study Methods OT I, II, and III NT I and II Add “Bible Panorama” as CORE 14-wk launch course to provide overall Bible framework perspective Maintain total classroom contact hours but lengthen course sessions and decrease number of classes to 8 weeks to help accommodate two 8-week sessions per semester Add graduate courses as electives for \$250 audit Deliver new BC program book to all BC students Add new adjuncts to accommodate growth Partner with other churches and ministries to produce select BC classes Merge BC and grad classes Phase out BC by merging with VMC and rename “Certificate of Theological Studies (CTS)” | Initiated Fall 2017 Initiated Fall 2017 Initiated Fall 2017 Initiated Fall 2017 Initiated Spring 2018 Ongoing Intermittent 2021 2023 | President Provost | J.1 | Complete Ongoing since 2017 Mixed results w/some locations still only offer 1/sem. Continues (increased to \$300 F 2019, \$375 F 2020) Sp 2018 – S 2020 Hired as needed <i>Reasons to Believe</i> (“God & Science”) Completed Completed Sum 2023 |
| Expand access to BC program content (revised to CTS during 2023) | Offer BC in other languages <ul style="list-style-type: none"> Spanish at TBS Spanish w/Church on Rock Offer BC courses physically in other locations (Remote Instructional Locations): <ul style="list-style-type: none"> Katy/W Houston NW Houston SW Houston (Explore other locations) Continue to solicit clusters of churches in regional areas to offer TBS programming together in their region | Initiated Fall 2015 Explore 2019 Fall 2014 Fall 2016 Fall 2017 Ongoing | Provost President Provost President Provost President | I. J.1 K.3 | Cont. thru Fall 2018 No longer applicable No longer applicable @Location YR began <ul style="list-style-type: none"> Katy/W Houston <ul style="list-style-type: none"> @TBS 12... @GFUMC 14... @Kingsland 15 NA @COTHA 17 NA @Ecclesia 18 NA @MissionBend 18 NA @Parkway 18... NW Houston <ul style="list-style-type: none"> @Faithbridge 16 NA @The Brook 16 NA @Windwood 18... SW Houston <ul style="list-style-type: none"> @SLFC 17 NA @COLW 18 NA San Antonio <ul style="list-style-type: none"> @MCF 17, NA |

| | | | | | |
|--|--|------------------|-------------------|--|---|
| | Offer BC courses online | Begin 2019 | Com. Dir. | | 2019-23 |
| | Offer seminars live in-person | Begin 2013 | Provost | | <u>Offered</u> |
| | Offer seminars live online | Begin 2022 | Com. Dir. | | <ul style="list-style-type: none"> • Boss Like God F 13, Sp 21, F 22, Sp 23, Sp 24 • Coach Like Jesus, Sp 14 • Joshua's Conquest Su 22, Sp 23 • Multiply Like Jesus, F 22 • Late 2nd Temple Ossuaries, Sp 23 • SOULutions, F 19 • Top 10 Finds Bib. Arch. Sum 23 • First Apologists, F 23 |
| | Offer seminars On-Demand | Begin 2023 | Com. Dir. | | <u>Available</u> <i>Apologetics</i> <ul style="list-style-type: none"> • Modernism, Postmod., and Christianity • Shaking the Foundations of Doubt <i>Archaeology</i> <ul style="list-style-type: none"> • Go Now to Shiloh • Mt. Ebal Tablet • Walls of Jericho <i>Leadership</i> <ul style="list-style-type: none"> • Conflict Resolution • Discovering Your Spiritual Gifts • Shaping Spiritual Leaders <i>Society and Culture</i> <ul style="list-style-type: none"> • God and Science • Hello? • Revival, Awakening, and Reform • What is Justice? |
| | Align with other programs | | | | |
| | <ul style="list-style-type: none"> • Parkway Fellowship Resid. | Begin 2023 | Provost | | |
| | <ul style="list-style-type: none"> • Crown of Glory | Begin 2023 | S. Goss | | |
| | <ul style="list-style-type: none"> • Global Methodist Church | Begin 2023 | President | | |
| | <ul style="list-style-type: none"> • Intern programs | 2024 | Provost | | |
| | <ul style="list-style-type: none"> • Retreats and camps <ul style="list-style-type: none"> ○ Pine Cove ○ Others? | Sum 2024 2025 | President | | |
| | Align with other programs in 6 areas of cultural influence: Business, Education, Families, Government, Media, Religion | 2024 | Pres., Provost | | (moved to Graduate programs area) |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|---|---|--------------------------------------|--------------------------|---|
| Offer GRADUATE degree programs that cover all 66 books of the Bible. Begin with Master of Divinity (MDiv) and consider adding other programs. | Graduate first degree class by May 2015 | May 17, 2015 | Administration | F.2-8 H.3, I. | Complete |
| | Explore instructional plan options offering classes during nights and weekends | Initiated Fall 2016 | Provost | F.2-8 I. J.2 | Offered every semester |
| | Network with local, national, and international ministries to incorporate additional teaching sites and guest speakers into the program | Annually | Provost | J.2, I. | Ongoing since 2013 |
| | Beta test offering select courses online synchronously (live) and recording for potential asynchronous delivery (on demand). | Begin beta testing in 2016 | Administration Faculty Provost | F.2-8 I. | Began beta testing in Fall 2017 semester |
| | Beta Test Models: <ul style="list-style-type: none"> • Skype • Zoom • SlingStudio, YouTube, and Zoom | F 2016 – S 17 F 2018 – S 19 F 2019 – F 20 | President Com. Team Com. Dir. | F.2-8 I. | Complete |
| | Officially launch Distance Education Program | Summer 2021 | President Provost Com. Dir. | F.2-8 I. | TRACS approved DE in 4/2021 NC-SARA approved 12/2021 |
| Offer shorter graduate degrees with electives | Add Master of Arts (MA) program | 2014-15 | President Provost | I. J.2 | Since 2015 |
| Offer a program for students who have not yet completed an undergraduate degree | Add Dual Degree Completion (DD) program | 2014-15 | President Provost | I. J.2 | Since 2015 |
| Offer core training for prospects who may not want or need a degree | Add Licensed Professional (LP) | 2014-15 | | | Completed 2015 |
| | Rename Vocational Ministry Certificate (VMC) | 2020 | President Provost | I. J.2 | Completed 2020 |
| | Rename Certificate of Theological Studies (CTS) | 2023 | | | Completed 2023 |
| Offer STUDY TOURS for additional learning opportunities | Conduct Holy Land study tours regularly with TBS students, family and friends | Began 2015, annually starting 2018 | Administration | | Israel Tours <ul style="list-style-type: none"> • Jan 15 • May/Jun 18, 19, 22, 23 • Mar 2024 • (annually) |
| | Add archaeological dig opportunities | Starting 2018 | Provost | (Paid for by ind. part.) | Egypt Tours <ul style="list-style-type: none"> • Mar 19 |
| | Offer study trips to other historical/religious locations in the U.S. and abroad | Ongoing | Provost | | Archeological Digs <ul style="list-style-type: none"> • May/Jun 18, 19, 22, 23 • (annually) Others? |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|---|---|---|------------------|--|
| Offer graduate courses, and eventually entire programs, in other physical locations | Begin by offering grad classes in regional proximity locations to attract student body for potential MA and MDiv <ul style="list-style-type: none"> Other Houston regions Israel Other Texas regions? Other states <ul style="list-style-type: none"> Arkansas (Branson)? Georgia (Atlanta-metro)? N. Carolina (Charlotte)? Tennessee? Others? | 2016 2018 2024 2025 | President Provost Provost President & Provost | I. J.2 K.3 | NW Houston @Faithbridge F 16, SFM 501 S 17, SFM 502 F 17, PAS 501 S 18, PAS 511 F 18, BSM 501 S 19, THE 510 F 19, THE 501 Other @Israel since '18 ARC 510 ARC 520 and 521 |
| Assess graduate degree courses, programs, and schedules (see CAP for schedules) and make prudent adjustments | <ul style="list-style-type: none"> Match Bible book(s) with appropriate course(s) Examine course content relative to overall programs Curriculum alignment review instit/prog/course Determine most effective ways to deliver content Offer some elective course options for degrees Review Grad programs <ul style="list-style-type: none"> Assess matches, course offerings, and content Explore number of credit hours/courses required for MDiv, MA, VMC Add MA majors/conc. for 6 cultural areas of influence <ul style="list-style-type: none"> Biblical History and Archaeology (BHA) Biblical Languages and Culture (BLC) Biblical Studies (BS) Church History and Theology (CHT) Biblical Leadership (BL) Christian Education (CE) Missions (M) Media Production (MP) <i>Biblical Counseling (BC) – Licensure and Non-Lic.</i> Convert BC to CTS grad AU Add denom. course options: <ul style="list-style-type: none"> Free Methodist GMC Review assessment criteria and methods | Intermittent Intermittent Launched Jan 2020 Intermittent Launched Fall 2017 Launched Fall 2017 Starting 2017 (Pending \$) 2023 2023-24 2023-24 Ongoing | Provost Provost Provost Provost President Provost Faculty Students Staff Board | I. | Began 2012 Began 2012 <i>In process</i> Ongoing since Fall 2017 Completed 2018 Switched Bible book matches, added/changed some courses Reduced MDiv to 84 credit hours Added 4 MA's: BHA, BLC, BS, CHT (2017) LP to 9 courses Added Capstone Added 4 conc.: BL, CE, M, MP (2022) On hold Complete 5/23 <i>In process</i> <i>In process</i> <i>Scheduled</i> |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|---|----------|--|--------|---|
| Develop and promote archaeological programs to leverage combination of biblical studies and biblical archaeology | • Create MA in Biblical History and Archaeology (MABHA) | 2017 | Provost | I. | Completed 2017 |
| | • Add annual excavations as options along with Holy Land study tours | 2018 | Provost | | 2018, 2019, 2022, 2023... |
| | • Utilize media to promote TBS archaeological news <ul style="list-style-type: none"> ○ Conduct interviews ○ Publish articles/books ○ Shiloh Network News ○ Social Media ○ Speaking engagements ○ Press conferences | 2018 | Provost, President, MABHA stud./alumni, Com. Dir., Mar. Dir. | | Ongoing Ongoing Launched 2018 Ongoing Ongoing Mt. Ebal Tablet (3/24/22 at LTL) |
| | • Create traveling museum exhibits for sharing “World of Jesus” <ul style="list-style-type: none"> ○ Univ. of Pikeville ○ Pike County Library ○ Grace Fellowship ○ Windwood Presbyterian ○ HBU Dunham Bible Mu. ○ Andrews University ○ Dayspring ○ Univ. of Pikeville ○ Mid-Atlantic Chr. Univ. | 2018 | Provost, MABHA stud./alumni | | <u>Hosted</u> <ul style="list-style-type: none"> ○ 9/2018 ○ 10-11/2018 ○ 11-12/2018 ○ 1-2/2019 ○ 2-4/2019 ○ 9-10/2019 ○ 10-12/2019 ○ 2020 ○ 2021 |
| | “3J” <ul style="list-style-type: none"> ○ Churches ○ Colleges/Universities ○ Conferences ○ Expos | Annually | Provost | | PF, FBC Houston, HCU BTW 4/27-29/23 KCE, 8/23 ETS 11/23 |
| | • Engage students in attending/presenting at ETS and NEAS conf. & meetings | Annually | Provost | | <u>Participated</u> 2018, 2019, 2021, 2022... |
| Establish Archaeological Studies Institute (ASI) to continue archaeological programs (see above section) and oversee all TBS-related archaeological initiatives | • Launch ASI | 2021 | Provost | I. | 2021 |
| | • Develop ASI website | 2022 | Pres/Com Dir | | 2022 |
| | • Seek ASI funding | 2022 | Prov/Dev Dir | | Ongoing |
| | • Establish campus museum | 2022 | Provost | | Opened 3/22 |
| | • Host museum events <ul style="list-style-type: none"> ○ Grand Opening ○ Katy Church ○ Katy Chr. Chamber ○ Hannukah to Christmas | 2022 | Provost | | 3/22 |
| | | Annually | Mar. Dir. | | 3/22, 3/23... |
| | | Annually | Mar. Dir. | | 12/22... |
| | | Annually | Provost | | 12/22, 12/23 |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|-----------|---|----------|--------------------|--------|--|
| | • Train museum docents | Annually | Provost | | <u>Offered</u> Su '22, Sp '23 |
| | • Offer arch. seminars ○ Joshua's Conquest ○ Late 2 nd Temple ○ Top 10 Finds Bib. Arch. | Annually | Pres/Prov/Dev | | Sp '23 Sum '23 |
| | • Establish a permanent museum space that includes public access areas as well as ASI administrative headquarters, and possibly incorporates all TBS facilities | 2023-25 | Provost and others | | <i>In process</i> |
| | • Manage NEAS ○ Launch new website ○ Recruit members ○ Publish and present | Annually | Provost and others | | Began 2022 Jan 2023 <i>Ongoing</i> <i>Ongoing</i> |
| | • Write and publish on archaeological topics | Annually | Provost | | <i>3J Guidebook (2022)</i> <i>The El-Burnat (A) Structure(s): Joshua's Altar? (2022) - Book</i> <i>Excavations at Khirbet el-Maqatir (2023) - Book</i> <i>Mt. Ebal Tablet (2023) – Article</i> <i>Open Bible Sup. (24)</i> |
| | • Lead Tel Shiloh excavations | Annually | Provost | | 2018, 2019, 2022, 2023 → |
| | • Explore leading other excavations and projects | Annually | Provost | | MEDS (Ebal) 2019 |
| | • Explore educational engagements with other archaeological programs | Ongoing | Provost | | |
| | • Create PhD program in archaeology | 2024-25 | Provost | | |

3. Enrollment

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|------------------|-----------|-----------|---------------|---|
| Establish a healthy baseline student enrollment in each class and program | | | | | <i>Averages</i> |
| | | | Provost | E.1-3,5 I. | <u>YR</u> <u>BC</u> <u>F,S</u> <u>G</u> <u>F, S</u> |
| | Enroll per CLASS | By: | | | 12 11,18 9, 9 |
| | • 10 | • 2014-15 | | | 13 10,12 15,12 |
| | • 12 | • 2015-16 | | | 14 14,13 13,15 |
| | • 10 | • 2016-17 | | | 15 14,15 5, 6 |
| | • 10 | • 2017-18 | | | 16 12,12 5, 7 |
| | • 12 | • 2018-19 | | | 17 14, 9 9, 6 |
| | • 14 | • 2019-20 | | | 18 11, 9 7,11 |
| | • 12 | • 2020-21 | | | 19 39, 8 8,11 |
| | • 10 | • 2021-22 | | | 20 8, 4 8,10 |
| | • 12 | • 2022-23 | | | 21 4,4,76 10, 8,4 |
| | • 14 | • 2023-24 | | | 22 17,10,60 7, 7,8 |
| | • 15... | • 2024-25 | | | 23 11 |
| | | | | | 24 |
| | Enroll BC | By: | | | <i>BC Actual</i> |
| | • 80 | • 2014-15 | | | 14 = 82 |
| | • 90 | • 2015-16 | | | 15 = 99 |
| | • 100 | • 2016-17 | | | 16 = 70 |
| | • 100 | • 2017-18 | | | 17 = 125 |
| | • 100 | • 2018-19 | | | 18 = 106 |
| | • 125 | • 2019-20 | | | 19 = 240 |
| | • 150 | • 2020-21 | | | 20 = 10 |
| | • 75 | • 2021-22 | | | 21 = 82 |
| | • 90 | • 2022-23 | | | 22 = 142 |
| | Enroll VMC/CTS | By: | | | <i>VMC/CTS Actual</i> |
| | • 2 | • 2015-16 | | | 15 = 2 |
| | • 4 | • 2016-17 | | | 16 = 12 |
| | • 6 | • 2017-18 | | | 17 = 7 |
| | • 8 | • 2018-19 | | | 18 = 10 |
| | • 10 | • 2019-20 | | | 19 = 8 |
| | • 12 | • 2020-21 | | | 20 = 2 |
| | • 8 | • 2021-22 | | | 21 = 5 |
| | • 10 | • 2022-23 | | | 22 = 3 |
| | • 10... | • 2023-24 | | | 23 = 5 |
| | Enroll MA | By: | | | <i>MA Actual</i> |
| | • 1 | • 2015-16 | | | 15 = 3 |
| | • 3 | • 2016-17 | | | 16 = 4 |
| | • 5 | • 2017-18 | | | 17 = 11 |
| | • 10 | • 2018-19 | | | 18 = 15 |
| | • 15 | • 2019-20 | | | 19 = 25 |
| | • 20 | • 2020-21 | | | 20 = 25 |
| | • 25 | • 2021-22 | | | 21 = 28 |
| | • 30 | • 2022-23 | | | 22 = 34 |
| | • 35 | • 2023-24 | | | 23 = 23 |
| | • 40 | • 2024-25 | | | 24 = |
| | • 45 | • 2025-26 | | | 25 = |
| • 50 | • 2026-27 | | | 26 = | |
| • 55 | • 2027-28 | | | 27 = | |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|---|--|-------------------|--------------------|--|
| | Enroll MDiv <ul style="list-style-type: none"> • 25 • 25 • 25 • 25 • 25 • 25 • 25 • 25 • 5 • 10 • 15 • 10 • 15 • 20 • 25 • 30 • 35 | By: <ul style="list-style-type: none"> • 2012-13 • 2013-14 • 2014-15 • 2015-16 • 2016-17 • 2017-18 • 2018-19 • 2019-20 • 2020-21 • 2021-22 • 2022-23 • 2023-24 • 2024-25 • 2025-26 • 2026-27 • 2027-28 | | | <i>MDiv Actual</i> 12 = 11 13 = 17 14 = 19 15 = 7 16 = 5 17 = 9 18 = 4 19 = 3 20 = 7 21 = 11 22 = 8 23 = 5 24 = 25 = 26 = 27 = |
| Expand to additional PROGRAM locations where at least 15 new students commit to enroll in the program | Add 1 new location | By 2016 | President Provost | I. J.1-2 K.3 | Added in Fall 2016 location at Faithbridge (as of Spring 2020 on-hold (avg of 6 students)) |
| | Research options | Ongoing | | | <i>On hold</i> |
| Grow MDiv program | Increase the number of MDiv students | Fall 2020 and beyond | Provost | E.5, I. | Ongoing |
| Employ use of seminars and modular elective to attract new students | Implement seminar options into regular courses | Spring 2021 | Provost | | Began Sp 2021 |
| | Add modular elective | 2021-22 | Provost | | Complete 2022 |
| | Add new seminars by extracting key sections out of existing classes | 2022 | Provost | | (See progress in BC section on p. 19) |
| | (See corresponding BC section on p. 19 for plans related to expanding seminars) | | | | |

4. Staffing

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|-----------------------------------|----------|-------------------|-----------------------------|---|
| Employ FULL-TIME staff to help lead the seminary with annual renewal contracts offered each June-May | President (CEO) | Annually | Board of Trustees | I. | 7/2011... |
| | Provost (CAO) | Annually | President | I. | 10/15 – 12/16 1/17 – 5/22 |
| | Provost (CAO)/VP Donor Rel. | Annually | President | I. | 6/22... |
| | Faculty/Dean (FT) | Annually | President/Provost | I. | 1/12 – 11/16 7/17 – 5/22 8/22... |
| | 2 nd Faculty/Dean (FT) | 2019 | President/Provost | I. | 1/19 – 12/19 |
| | 2 nd Faculty (FT) | 2023-24 | President/Provost | I. | (pending \$) |
| | Business Manager (FT) | Annually | President | I. | 5/19... |
| | Communications Dir. (FT) | Annually | President | I. | 6/21... |
| | Marketing Director | 2023? | President | I. | |
| | Office Manager/Registrar | 2023? | President | I. | |
| | Development Director | 2024? | President | I. | |
| | VP Fin. & Adm. | 2024? | President | I. | |
| | Museum Director | 2025? | Provost | I. | |
| | ASI Director | 2027? | Provost | I. | |
| Employ PART-TIME staff to help manage the seminary with annual renewal contracts offered each June-May (other than seasonal employees, such as Summer Interns) | Communications Director | Annually | President | I. I. I. J.4 I. | 8/12 – 7/15 8/15 – 5/16 None 16-18 11/18–10/19 11/19 – 5/21 |
| | (Outsource team) | | | | |
| | Admin. Assistant/Librarian | Annually | President | I. \$0 | 1/12–12/17 Vol. 1/18-5/23 |
| | Administrative Coordinator | Annually | President | I. I. I. | 7/12 – 8/14 8/14 – 2/15 3/15 – 5/19 |
| | Summer Intern(s) | 2014 | President | I. | 5/14 – 7/14 |
| | Business Manager | 2016-19 | President | I. | 8/16 – 7/19 |
| | Communications Coord. | 2017-19 | President | I. | 8/17 – 5/19 |
| | Marketing Coord. | 2017-19 | President | I. | 8/17 – 5/19 |
| | Finance Administrator | 2018-19 | President | I. | 5/18 – 4/19 |
| | Student Services Co. | Annually | President | I. | 2/19 – 5/21 9/21 – 5/21 6/21 – 5/23 |
| | Office Manager/Registrar | Annually | President | I. | 5/19... |
| | Marketing Director | Annually | President | I. | 1/21 – 12/21 3/22... |
| | Development Director | Annually | President | I. | 7/21... |
| | and Librarian | Annually | President | I. | 6/23... |
| | Communications Staff | 2023-24 | President | I. | |
| | ASI Co-Director | 2024-25 | Provost | I. | |
| | ASI Staff | 2025-26 | Provost | I. | |
| | Dev/Marketing Staff | 2025-26 | President | I. | |

| | | | | | |
|---|--|---|--|----------------------------|---|
| Secure regular part-time VOLUNTEERS to help with seminary administration | VP Finance/Administration Finance Administrator Librarian (convert to paid summer 2023) | Annually 2014-16 Annually | President VP Finance/Adm. President | I. | 8/2010... 1/14 – 7/16 1/2018 – 5/23 |
| Secure seasonal part-time VOLUNTEERS to help with various events and projects | Banquet Team Communications Assistant(s) Fundraising Events Museum Docents | Bi-annually Annually Annually Annually | Board Chair Com. Director Board Chair Provost | \$0 I. \$0 I. | 2014, 17, 19 5/2014 2018, 19, 20, 24 Began 2022 |
| Employ sufficient ADJUNCT FACULTY to help teach current program courses | Classes per semester, BC G 3 5 4 5 5 5 6 6 7 6 8 6 9 5 5 6 6 7 6 8 6 8 6 8 | By: 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24 | Provost | I. J.1-2 | <i>Actual Classes/sem</i> <u>YR BC F,S G F,S, Su</u> 12 3, 3 5, 5 13 6, 5 5, 5 14 5, 4 7, 5 15 6, 5 5, 6 16 5, 4 6, 5 17 9, 8 7,10 18 9, 6 10,11, 3 19 6, 3 8, 7, 3 20 1, 3 7, 3, 2 21 1, 3 10, 7, 5 22 5, 4 8, 9, 23 N/A 3, |
| Employ additional ADJUNCT FACULTY to teach new classes | Hire Latino faculty for Bible Certificate program | 2015 | Provost | I. J.1 | 1 F 15 +1 Sp 18 + 1 F 18 Ended |

5. Finances

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|--|---|--|-----------------|--|
| Maintain an Annual Operating Budget | Preliminary and final budget approvals by Board | Annual according to Budget Process Guideline | VP Fin/Admin Bus. Man. Board Fin. Com. | I | Ongoing since 2010 |
| Maintain a 5-year financial plan | Review and update each year; prepare detailed summary/assumptions for each line item | Annually each January | VP Fin/Admin Staff Board Finance Committee | I. | Ongoing since 2010 |
| Review tuition and fees schedule | Set tuition and fees to reflect market consistency and meet operational solvency | Annually in Winter as part of budgeting process | President VP Fin/Admin Bus. Man. Provost, Board | I. | Ongoing since 2011 |
| Distribute invoices and statements to students | Notify students of payments due | Monthly in conjunction with semester schedules | Business Manager | I. G.2 | Ongoing since 2012 |
| Assist students with fundraising | Provide guidance and resource materials | Annually | Provost Office Manager | I. G.2-4 | Ongoing since 2012 |
| Host large fundraising event | Provide TBS updates and solicit donor support | Bi-annually | President Board Chair Dev. Dir. | I. E.4 | 9/21/14 1/27/17 2/8/19 1/29/21 online 2024 Jan 2025 2027 |
| Participate in GivingTuesday | Host online fundraising activities in association with global event | Annually | Com. Dir. Dev. Dir. Mar. Dir. | I. E.4 | 2021 Goal = \$50,000 Rcvd = \$145,900 72 donors 2022 Goal = \$250,000 Rcvd = \$239,000 75 donors 2023 Goal = \$250,000 Rcvd = |
| Host smaller info meetings | Provide TBS updates and solicit donor support | Bi-annually beginning in 2018 (off-set from banquet years) | Administration Board | I. E.4 | <u>Date, # Attended</u> 3/24/18, 34 4/21/18, 26 11/15/19, 58 (3 cancelled due to COVID) 2/20/22, 38 |
| Conduct financial audit | Audit financial statements, including select/approve Auditor | <ul style="list-style-type: none"> Approve in Winter Begin after 5/31 Complete by 11/1 | Board Aud Com VP Fin/Admin Bus. Man. | I. J.3 | Ongoing since 2012 |
| Complete annual IRS filings | File Form 990 | By Oct 15 each year | VP Fin/Admin, Bus. Man. | I. J.3 | Ongoing since 2011 |
| Engage in general fundraising to help fund TBS operations | | | President Board Chair | A. E.4 I. | <i>Actual FYE (in 1,000's)</i> 11 = \$1,059 12 = \$95 |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|---|--|---|-----------|--|
| | Donations per year: \$ 500,000 \$ 550,000 \$ 600,000 \$ 650,000 \$ 700,000 \$ 750,000 \$ 800,000 \$ 850,000 \$ 900,000 \$ 1,000,000 \$ 1,100,000 \$ 1,200,000 \$ 1,300,000 | By: 2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24 2024-25 2025-26 2026-27 | | | 13 = \$364 14 = \$368 15 = \$456 16 = \$566 17 = \$554 18 = \$616 19 = \$704 20 = \$666 21 = \$661 22 = \$478 23 = \$759 24 = |
| Subscribe to FoundationSearch | Access online fundraising resources | By 2013 Renew in 2018 | President | I. E.4 | Since 2013 |
| Update fundraising plan | Outline strategic fundraising plan | By annual Board meeting each year | President | I. | Annually since 2015 |
| Apply to Foundations | Submit LOI and proposals | Annually | President Dev. Dir. | I. | Annually since 2012 |
| Mission Tithe | Support other ministries with tithe of TBS tuition and fees income | Annually | President VP Fin./Adm. | D.4 | Ongoing since 2012 |
| | Add tithe from TBS publishing initiatives | Annually | President | | Neh. Press launch 3/22 |
| Leverage financial credibility through key alliances | Seek ECFA accreditation | 2019 | Pres/Bus. Man. | I. | Completed Sep 2019 |
| | Maintain profiles on: • GuideStar (Candid) • Great Non-Profits | Annually | Pres/Bus. Man. | | Ongoing Ongoing |
| Maintain minimum balances in fund accounts | General = \$500,000 Scholarship = \$50,000 Reserve = \$200,000 Endowment = \$5,000,000 | Annually beginning 2023 | President Provost/VP DR Dev. Dir. | I. | Seeking |
| Grow Endowment | Add donations during each annual year equivalent to at least 10% of the principle balance at the beginning of the year | Beginning 2024 for five years | President Provost/VP DR Dev. Dir. | I. | Scheduled |

6. Facilities

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|--|--|---|-------------|--|
| Review main campus facilities adequacy, maintenance, and obsolescence | Assure consistency of facilities with current and immediate demands, based on enrollment/programs | Annually | President VP Fin/Admin | I. | Ongoing since 2012 |
| Forecast long-range plans for main campus | Determine space requirements for seminary activities | Annually | Board Campus Development Committee | F. | GFUMC 08-12 GSWEC 12... |
| Fire/safety inspections | Operability and adequacy of smoke detectors, fire extinguishers, evacuation plans, etc. | Monthly | VP Fin/Admin | F.7 L.2 | Ongoing, procedure documented |
| Arrange for extension sites to teach courses, including individual class sessions as well as entire courses | Cultivate LOCAL sites and ministry partners Cultivate REGIONAL sites and ministry partners Cultivate NATIONAL sites and ministry partners | Annually | President Provost | I. K.2-3 | (see BC and Graduate sections) |
| Secure permanent campus facilities for administration, classroom(s), library, media production, museum, student space(s), and storage, as well as parking, restrooms, and other general facility and grounds needs | <i>Envisioning Future TBS (EFT)</i> meetings with administration, alumni, board, faculty, staff, students, and others to detail specific needs and plans. Raise \$5 million capital \$ Secure new location Prepare new location Move to new location | Begin 2022 and report to Board May 2023 <i>In process</i> <i>TBD</i> <i>TBD</i> <i>TBD</i> | President EFT Team President, Provost, VP Fin/Adm, Board/CDC | I. | <u>EFT Sessions</u> 2/26/22 Board 4/26/22 Com. 5/2/22 Board 9/8/22 Mix 9/16/22 Ad/Fac 9/20/22 Stud. 10/2/22 Board 11/9/22 Crown 1/8/23 ExCom 2/15/23 Staff 2/25/23 Board 5/8/23 Board <i>In process</i> |

The Bible Seminary's main campus facilities consist of 3,800 sq. ft. of leased space with one 40-seat classroom (Suite 270) and small kitchen area (cabinets, microwave, refrigerator) and storage closet, a museum (Suite 250), a 16-seat Library/Boardroom (Suite 263), five individual offices, a combined office/production studio, a combined office/reception area, and access to common restroom facilities and a parking lot with 100 parking spaces. Total simultaneous capacity on the main campus approximates 40 students in one classroom plus up to 16 in the library. The campus is located at 2655 S Mason Rd, Katy, TX 77450, in the business complex on the grounds of the 80-acre Great Southwest Equestrian Center (GSWEC) and next door to the 30-acre Grace Fellowship Church campus.

The Board established a Campus Development Committee (CDC) in 2012 to work with administration to evaluate facility needs and provision strategies. Current leases at the GSWEC extend through July 2023. Options to acquire additional space in the current facilities are reviewed as they come available, but several recent options were declined in favor of improved options related to possible relocation.

7. Policies and Procedures

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|--|---|-------------------------|--------|--|
| Provide the catalogs, handbooks, and manual required for TRACS accreditation in printable formats and available for online viewing and download | Board Handbook | Annually reviewed and regularly approved by the Board | Board Chair | I. | Since 2013 |
| | Board Packet | | Board Chair | | Since 2012 |
| | Faculty Handbook | | Provost | | Since 2011 |
| | Policy Manual | | VP/Fin & Adm | | Since 2012 |
| | Student Catalog | | Provost | | Since 2012 |
| | Student Handbook | | Provost | | Since 2013 |
| Convert common sections among docs to shared source files | Use MS Word features to build new document templates | 2021-22 | President | | Completed |
| Convert to online document management and file sourcing via the TBS website | Implement as part of new website development | 2023-24 | President and Com. Dir. | | Completed Sum 2023 |
| Institute a Comprehensive Assessment Plan (CAP) | Write CAP | By 2014 | Administration | I. | Since May 2014 |
| | Implement | In 2014 | | | |
| | Evaluate and improve | Annually | | | |
| Conduct Annual reviews in accordance with the CAP | (see CAP for details and schedules) | Annually | Administration | I. | Since 2014 |
| Integrate use of a Comprehensive Strategic Plan (CSP) | Write CSP | By 2014 | Administration | I. | Sep 2014 |
| | Implement | Ongoing | Administration | | Began 2014 |
| | Review, eval, improve, and approve CSP | Annually | Administration | | Since 2015 |
| | Conduct Board Strategic Planning Retreats using CSP as a guide | Annually | Pres./Board | | Feb 15, 16, 17, 18, Mar 19, Feb 20, 21, 22, 23 |
| | Conduct Staff Planning Retreats that include CSP interaction | Intermittent | President | | Sep 12, 13, Jul 19, Feb 23 |
| | Conduct annual TBS Retreats that include CSP interaction | Begin 2023 | President | | Began 2023 |

8. Accreditation

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|--|---|--|------------|--|
| ABHE Affiliation | Maintain affiliation | Annual renewal | President | G.15 | 2012 - 21 |
| Prepare for TRACS application | Complete the 10 IER's (Institutional Eligibility Requirements) | Fall 2014 Summer 2017 | President Provost | H.10 | <i>Submitted</i> • Jul 2015 <i>Resubmitted</i> • Jul 2017 <i>Approved</i> • Jan 2018 |
| Apply for TRACS Applicant status | Submit TRACS "Applicant Institutional Profile" | Fall 2014 Sum 2017 Win 2017-18 | President Provost | H.10 | <i>Submitted</i> • May 2015 • Jul 2017 • Jan 2018 <i>Approved</i> • Jan 2018 |
| Move from Applicant to Candidate to Accredited status | <ul style="list-style-type: none"> • Submit Self-study Proposal • Initial TRACS staff visit • Conduct Self-study #1 • Submit Self-study Report #1 • Host Evaluation Team #1 • Appear TRACS Commission • Pay TRACS Candidate Fees • Conduct Self-study #2 • Submit Self-study report #2 • Host Evaluation Team #2 • Appear TRACS Commission • Pay TRACS Accredited fees • Earn Accredited Status | Jan 2018 Mar 2018 Sum 2018 Sep 2018 Nov 2018 Apr 2019 Apr 2019 Winter 2020 Feb 2020 Jul 2020 Oct 2020 Oct 2020 Oct 2020 | President | H.10 | Completed Completed Completed Completed Completed Completed Completed Completed Completed Completed Completed Completed Completed Completed |
| Notify appropriate networks about accredited status | <ul style="list-style-type: none"> • Obtain TheBibleSeminary.edu through Educause • Redirect .com, .net., and .org to .edu site • Send press releases • Notify Katy Church emails, letters, flyers • Seek registration on federal, national (IPEDS), state, regional, and local org sites | 2020 2020 2020 2020 2021 | President Pres./Com. Pres./Com. Pres./Com. President | E. I. | Completed Nov 2020 Nov 2020 15+ outlets 400+ Houston org Complete |
| Maintain TRACS Accreditation | Submit required annual operational reports (AOR) | Annually | President | I. | Submitted 2019, 2020, 2021, 2022 |
| Pursue Distance Education (DE) approvals | TRACS <ul style="list-style-type: none"> • Submit TRACS Prospectus • Host TRACS Site Visit • Gain TRACS approval Texas Workforce Com (TWC) NC-SARA | 2020 2021 2021 2020 2021 | President President President President Pres/Bus Man | H.10 I. | <i>Completed</i> Dec 2020 Jan 2021 Apr 2021 Nov 2020 Dec 2021, Aug 2023 |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|--|---|---|--------|--|
| Achieve 5-yr Reaffirmation of TRACS Accredited Status | <ul style="list-style-type: none"> • Submit Self-study Proposal • Host TRACS staff visit • Conduct Self-study • Host TRACS Eval. Team • Complete Team Report • Team Report to Commission • Appear for Reaffirmation | Nov 2023 By Jan 2024 By Dec 1, 2024 By Jan 15, '25 By Feb 1, 2025 Mar 2025 Apr 2025 | President President President President TRACS Team TRACS Team President | H.10 | Scheduled |
| Attend TRACS Annual Conferences | Send TBS representative | Annually each Fall | President | H.10 | <i>Attended</i> Oct 2013 (San Diego) Oct 2022 (Orlando) Oct 2023 (Orlando) |
| Explore additional options for accreditation and association | Apply for membership with the Evangelical Council for Financial Accountability (EFCA) Explore pursuing accreditation with the Association of Theological Schools (ATS) Explore pursuing accreditation with the Southern Association of Colleges and Schools (SACS) Join NC-SARA (Distance Ed) | 2019 TBD TBD 2021 | Business Manager President and Provost President and Provost President | G.15 | Completed Sep 2019 <i>On hold</i> <i>On hold</i> Completed Dec 2021 |

9. Alumni

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|--|---|---|-----------|------------------------|
| Establish an Alumni network of communications with and for TBS Alumni | Build a communications foundation by employing online resources to establish connections with future TBS alumni (current students) | | | | |
| | <ul style="list-style-type: none"> TBS Student Information System - assist current students in setting up and learning how to manage and update their personal data in the system | During SFM 505 class, in Orientation, and during student life | SFM faculty, Provost, Registrar, and Student Services Coordinator | I. | Began 2015 |
| | <ul style="list-style-type: none"> Social media sites – form TBS-related groups and pages and establish links to students and alumni (Facebook, Instagram, LinkedIn, Twitter, etc.) | Annually | Com. and Mar. Directors | I. | Completed 2022 |
| | Create a Student Gov. Ass. (SGA) and hold reg. meetings | 2019 | Provost/Stud. Services Coord. | K.2 | Completed 2019 |
| | Elect SGA officers (President, Vice-President, and Secretary/Treasurer) | Annually | SGA | H.2 | Since 2019 |
| | Work with SGA to form alumni association vision, mission, and purpose | 2020 | SGA and Marketing Dir. | H.2 I. | <i>In process</i> |
| | Include alumni highlights and updates in <i>The Sentinel</i> | Annually | Com. & Mar. Directors | E.3 I. | Since 2015 |
| | Post alumni highlights online in social media posts | Regularly | Com. & Mar. Directors | I. | Since 2015 |
| | Invite alumni to participate in TBS podcasts | Regularly | Com. & Mar. Directors | I. | Since 2021 |
| Encourage and support Alumni | Regularly contact | Annually | President, Staff | I. | Since 2015 |
| | Conduct regular surveys <ul style="list-style-type: none"> 5 years after 1st grad class Bi-annual surveys | 2020 Begin 2023 | Mar. Dir. | E.1, I. | Completed Scheduled |
| | Invite to events and seminars | Since 2015 | President, Staff | I. | Ongoing |
| | Handwritten birthday cards | 2023 | Dev. Dir. | I. | Ongoing |

10. Communications and Marketing

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|---|--|--|---|---|---|
| Recruit students utilizing advertising in local media | <ul style="list-style-type: none"> Local print media Marquee signs Online Local radio Local TV | Annually | Com/Mar. Directors | E.5, I. | Since 2012 Since 2013 Since 2011 2013 2014 |
| Market TBS regionally & nationally | <ul style="list-style-type: none"> Advertise online Attend Grad Fairs Engage schools w/shared values, especially ABHE, ATS and TRACS schools Attend conf./events Speak at conf./events Press Conference(s) | Annually | Com/Mar. Directors | E.5 K.1-3 I. K.1-3 K.1-3 | Since 2013 Since 2013 Since 2012 Since 2014 Since 2017 3/2022 |
| Market TBS through TBS publications and productions | <ul style="list-style-type: none"> Publish <i>The Sentinel</i> <ul style="list-style-type: none"> Mail print copy Post digital copy online Duplicate select content in social media platforms Host TBS website Mail postcards Provide staff Business Cards Produce promo videos Social Media presence Financial media presence President's note cards 2020 Vision meetings Convert to .edu domain Launch TBS Podcast Launch Nehemiah Press Rebrand TBS Launch TBS app Beyond meetings/dinners | Annually Constantly Intermittent Since 2012 Intermittent Constantly Since 2019 Since 2020 2019-20 2020 Since 2020 Since 2022 2023 2023 2023-24 | Com/Mar. Directors Com. Director C/M Directors Pres/Com Dir. C/M Directors Pres/Com/Mar President President President President Com/Mar Dir. President Com/Mar Dir. Com/President President | E.3, I. E.1, I. E.3 G.2, I. E.3, I. E.3, I. E.5, I. E.3, I. E.4, I. E.1, I. E.4, I. E.4, I. E.4, I. E.4, I. E.4, I. | <i>Issues</i> 2012 Fa 2013 W, Su 2014 W, Su 2015 Sp, Su 2016 – 2023 Su <i>Website versions</i> 2011, 2014, 2018, 2020, 2023 <i>Postcards</i> 2011, 2012, 2013, 2014, 2016, (On hold) <i>Ongoing</i> <i>Ongoing</i> Facebook, Instagram LinkedIn, Twitter, YouTube Ongoing Ongoing Completed 2/20 Completed 11/20 Ongoing Ongoing Complete Complete Sep 2023 Began Sep 2023 |
| Market TBS through TBS administrators, board, faculty, staff, students & alumni | <ul style="list-style-type: none"> Speaking engagements as TBS representatives Published works with TBS-related authors TBS apparel TBS bumper stickers 3J merchandise | Annually Intermittent Intermittent 2020 2022 | Adm/Fac/Staff Adm/Fac/Staff President, SGA SGA ASI | I. I. I. E.5, H.2 I. | Ongoing <ul style="list-style-type: none"> Cawthorne Leavitt Lewis McClinton Petrovich Stripling 2013 2019 2023... |

| Objective | Goals | Timeline | Leader(s) | Budget | Status |
|--|---|---|--|----------------------|--|
| Work in conjunction with internal & external organizations & individuals to market TBS | <ul style="list-style-type: none"> Offer online course(s) to utilize as TBS promos | Fall/Spring Semesters | Provost/Com. Dir. | F.4-5, I. | Ongoing since 2016 |
| | <ul style="list-style-type: none"> Offer TBS course(s) and/or course sessions at other local and regional locations | Fall/Spring Semesters | Provost/Com. Dir. | I. J.1-2 K.2-3 | Ongoing since 2016 |
| | <ul style="list-style-type: none"> Utilize TBS personal connections with media groups, ministry leaders, and persons of influence to market TBS to new audiences | Ongoing | Adm/Fac | I. | <u>Productions</u> <ul style="list-style-type: none"> <i>Digging for Truth</i> <i>Shiloh Network News</i> <i>Go Now to Shiloh</i> <i>The 700 Club</i> <i>AR101 Archaeology in Action</i> <i>Is Genesis History?</i> <i>Joshua's Conquest</i> <i>Patterns of Evidence</i> series <i>Expedition Unknown</i> <i>Quest for the Throne of God</i> |
| | <ol style="list-style-type: none"> Ass. For Biblical Research Bible Land Passages CBN Faithlife Gesher Media Netflix TBN: InGrace, Takeaways with Kirk Cameron Thinking Man Films Travel Channel Podcasts: Elisa Childers, Sean McDowell, Eric Metaxes (numerous articles) | <ol style="list-style-type: none"> 2018-23 2019 2018 2018 2022 2017 2019..., 2023 2018... 2017 2022... Ongoing | <ol style="list-style-type: none"> Pres/Prov/Fac Provost Provost Provost Provost Fac Provost Fac, Provost Provost Provost Pres/Prov/Fac | I. | 2018-2022 |
| | <ul style="list-style-type: none"> "World of Jesus" Exhibit | Ongoing | Provost, TBS students | I. | Annually in Aug Annually in Nov |
| | <ul style="list-style-type: none"> "3 J" Museum exhibit <ol style="list-style-type: none"> Katy Christian Expo ETS Annual Meeting | Begin 2023 Begin 2023 | 3J staff | | |
| Engage outside consulting to assist with marketing and recruitment | <ul style="list-style-type: none"> Meet with consultant Meet with higher education consulting firm (TRACS process serves this function for now) | Fall 2014 2018... | Administration Administration | I. H.10 | Completed In process in conjunction with TRACS interactions |

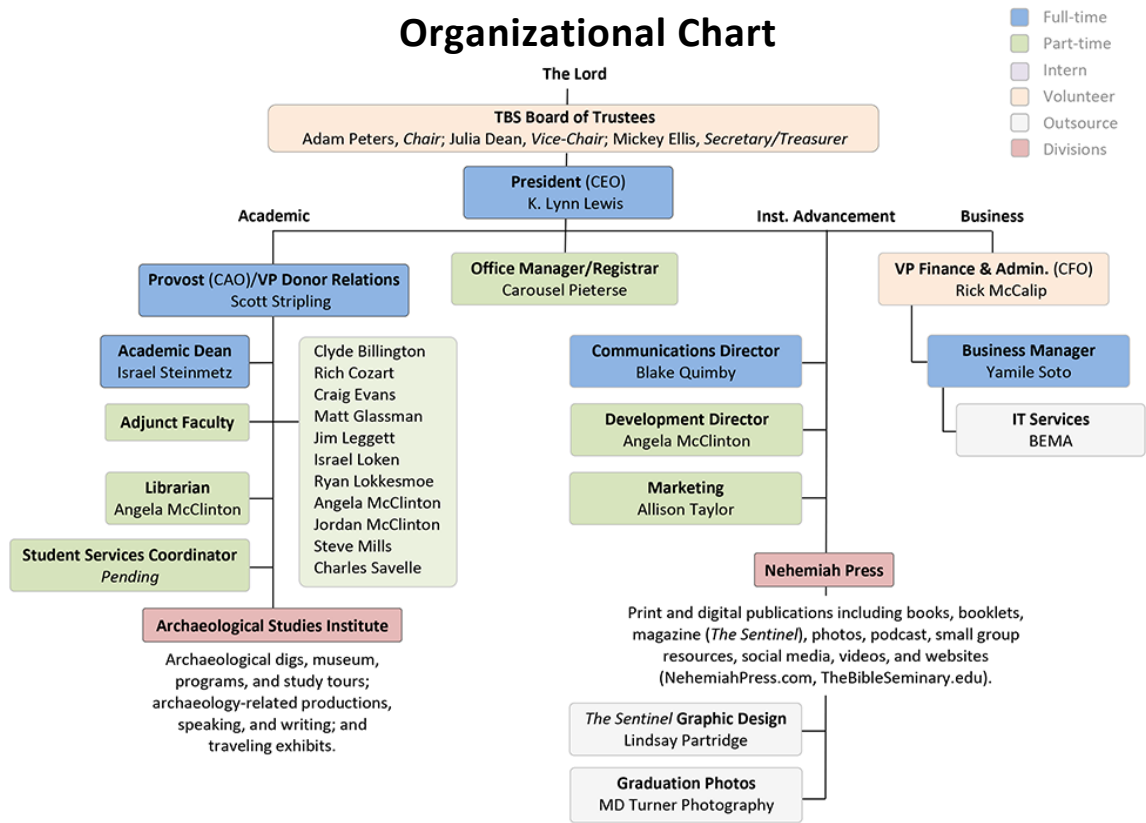
Financial Forecast

TBS Financial Forecast 2024-2029

| Code | Fiscal Year | Actual 2016-17 | Actual 2017-18 | Actual 2018-19 | Actual 2019-20 | Actual 2020-21 | Actual 2021-22 | Actual 2023-23 | Budget 2023-24 | Forecast 2024-25 | Forecast 2025-26 | Forecast 2026-27 | Forecast 2027-28 | Forecast 2028-29 |
|------|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| A. | Fundraising Targets | | | | | | | | | | | | | |
| 1. | General Operations | 550,181 | 613,889 | 703,807 | 668,464 | 605,355 | 461,980 | 784,605 | 733,000 | 740,330 | 747,733 | 755,211 | 762,763 | 770,390 |
| 2. | Scholarship Fund | 3,800 | 2,150 | 0 | 850 | 5,250 | 4,900 | 6,300 | 6,000 | 0 | 0 | 0 | 0 | 0 |
| 3. | Student IT Fund | | | | | | | | | | | | | |
| 4. | Holy Land Fund | | | | | | | | | | | | | |
| 5. | Library Fund | | | | | | | | | | | | | |
| 6. | Facilities Fund | | | | | | | | | | | | | |
| 7. | Other Restricted Funds | | | | | 50,605 | 6,395 | 15 | 0 | | | | | |
| B. | Investment Income | | | | | | | | | | | | | |
| 1. | Interest | 45 | 923 | 206 | 370 | (1,017) | (1,444) | (2,401) | 100 | 250 | 250 | 250 | 250 | 250 |
| 2. | Classroom/Library Rent | 0 | 0 | 0 | 0 | | | | 0 | 600 | 600 | 600 | 600 | 600 |
| 3. | Library/Bookstore Sales | 422 | 726 | 104 | 0 | | 4,174 | | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3J Merchandise Sales | | | | | | | | | | | | | |
| 4. | Guidebook | 0 | 0 | 0 | 0 | | | 1,580 | 3,500 | | | | | |
| 5. | Merch Pack | 0 | 0 | 0 | 0 | | | 330 | 1,000 | | | | | |
| 6. | T-Shirt | 0 | 0 | 0 | 0 | | | 1,574 | 2,500 | | | | | |
| 7. | Sticker | 0 | 0 | 0 | 0 | | | 23 | 10 | | | | | |
| 8. | Hanukah to Christmas Bundle | 0 | 0 | 0 | 0 | | | 620 | 0 | | | | | |
| 9. | Nehemiah Press | | | | | | | 958 | 1,000 | | | | | |
| C. | Program Income | | | | | | | | | | | | | |
| 1. | Tuition, Fees - TBI | 20,300 | 40,703 | 24,942 | 14,152 | 0 | 0 | | 5,910 | 6,383 | 6,893 | 7,445 | 8,040 | 8,684 |
| 2. | Tuition, Fees - TBS | 51,519 | 83,015 | 84,238 | 140,290 | 118,830 | 166,178 | 158,815 | 136,990 | 150,689 | 173,292 | 199,286 | 229,179 | 263,556 |
| | Grant Income | | | | 51,904 | 127,794 | 18,800 | 10,000 | 200,000 | 220,000 | 242,000 | 266,200 | 292,820 | 322,102 |
| | Total Income | 626,267 | 741,406 | 813,296 | 876,030 | 906,817 | 660,983 | 962,419 | 1,090,010 | 1,118,252 | 1,170,769 | 1,228,992 | 1,293,652 | 1,365,582 |
| D. | Awards and Grants | | | | | | | | | | | | | |
| 1. | Pioneer Scholarships | 1,708 | 1,260 | 240 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 2. | Student Scholarships (TBS) | 4,275 | 8,750 | 4,021 | 600 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 3. | Scholarships - TBI | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 4. | Missions (Tithe) | 6,500 | 11,463 | 10,787 | 15,623 | 14,600 | 13,773 | 15,641 | 14,290 | 15,707 | 18,019 | 20,673 | 23,722 | 27,224 |
| E. | Marketing/Recruiting | | | | | | | 2,500 | | | | | | |
| 1. | Web Design/Maint | 0 | 61 | 22,400 | 0 | 1 | 216 | 0 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| 2. | Logo/Brand | 457 | 0 | 0 | | | | 4,753 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3. | SEO | | | | | | | 0 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| 4. | Printed Materials | 0 | 0 | 7,131 | 9,787 | 11,137 | 20,517 | 18,574 | 15,500 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 5. | Fundraising | 15,138 | 4,251 | 15,235 | 527 | 82 | 287 | 526 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 6. | Advertising | 7,361 | 6,020 | 5,560 | 8,111 | 13,765 | 10,964 | 5,486 | 9,500 | 10,000 | 12,000 | 12,000 | 13,000 | 13,000 |
| F. | Facilities and Equipment | | | | | | | | | | | | | |
| 1. | Depreciation | 9,904 | 7,094 | 6,113 | 4,529 | 3,954 | 8,703 | 10,792 | 10,700 | 10,700 | 10,700 | 10,700 | 10,700 | 10,700 |
| 2. | Office Space Rental | 23,552 | 24,013 | 25,385 | 27,480 | 28,290 | 28,428 | 29,138 | 49,508 | 50,993 | 52,523 | 54,099 | 55,722 | 57,393 |
| 3. | Classroom Space Rental | 34,252 | 34,139 | 33,903 | 35,318 | 37,931 | 37,428 | 38,358 | 25,834 | 26,609 | 27,407 | 28,230 | 29,076 | 29,949 |
| 4. | Office/Classroom Equipment | 3,258 | 4,732 | 6,391 | 2,663 | 4,967 | 6,006 | 7,255 | 7,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 5. | IT Infrastructure | 834 | 34 | 0 | 310 | 0 | | | 500 | 500 | 500 | 500 | 500 | 500 |
| 6. | Student IT Resources | 945 | 800 | 0 | 199 | 0 | | | 2,500 | 2,575 | 2,652 | 2,732 | 2,814 | 2,898 |
| 7. | Property Insurance | | | | | | | 4,233 | | | | | | |
| 8. | Facility Repairs & Maint. | 0 | 110 | 212 | 360 | 552 | 2,256 | 844 | 2,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| 9. | Utilities | 3,438 | 3,123 | 3,392 | 3,361 | 3,427 | 3,333 | 3,550 | 4,000 | 4,100 | 4,203 | 4,308 | 4,415 | 4,526 |
| G. | Administrative Expense | | | | | | | | | | | | | |
| 1. | Accounting | 0 | 0 | 0 | 200 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 2. | Postage | 1,123 | 1,843 | 4,909 | 6,963 | 4,550 | 2,781 | 576 | 3,707 | 4,000 | 4,500 | 5,000 | 5,500 | 6,000 |
| 3. | Copies/Reproduction | 2,150 | 1,504 | 1,349 | 4,277 | 2,950 | 1,459 | 1,708 | 1,200 | 1,500 | 1,750 | 2,000 | 2,250 | 2,500 |
| 4. | Office Supplies | 1,008 | 1,652 | 2,007 | 4,655 | 3,093 | 9,279 | 8,683 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| 5. | Library Operations | 532 | 258 | 781 | 636 | 830 | 1,215 | 865 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| 6. | Instructional Expense | 0 | 0 | 0 | 0 | 250 | | | | | | | | |
| 7. | Telephone | 2,327 | 3,048 | 5,182 | 3,305 | 2,557 | 1,895 | 2,058 | 2,000 | 2,000 | 2,250 | 2,500 | 2,750 | 3,000 |
| 8. | Internet | 804 | 631 | 934 | 1,113 | 1,270 | 1,501 | 1,436 | 1,500 | 1,500 | 1,550 | 1,600 | 1,650 | 1,700 |
| 9. | Cellular Phones | 2,215 | 2,078 | 2,272 | 2,310 | 2,664 | 2,200 | 2,362 | 2,600 | 2,600 | 2,600 | 2,600 | 2,600 | 2,600 |
| 10. | Software & Hardware | 5,259 | 8,250 | 6,342 | 8,492 | 4,792 | 9,044 | 12,496 | 13,874 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 |
| 11. | Bank/Brokerage Fees | 277 | 696 | 138 | 603 | 1,326 | 1,533 | 1,845 | 1,800 | 1,900 | 1,950 | 2,000 | 2,050 | 2,050 |
| 12. | Credit Card Processing | 2,697 | 3,364 | 4,502 | 4,480 | 5,533 | 5,195 | 6,611 | 5,400 | 5,800 | 5,950 | 6,100 | 6,250 | 6,250 |
| 13. | Legal Fees | 68 | 113 | 128 | 26 | 34 | 43 | 28 | 150 | 150 | 150 | 150 | 150 | 150 |
| 14. | Regulatory Compliance | 69 | 70 | 70 | 70 | 73 | | | 100 | 100 | 100 | 100 | 100 | 100 |
| 15. | Memberships | (802) | 1,485 | 1,113 | 858 | 2,250 | 5,581 | 3,074 | 5,200 | 5,200 | 5,200 | 5,200 | 5,200 | 5,200 |
| H. | Other Expenses | | | | | | | | | | | | | |
| 1. | Insurance | 3,736 | 5,180 | 6,381 | 5,863 | 6,161 | 8,058 | 5,785 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 |
| 2. | SGA | 0 | 0 | 0 | (133) | 35 | 154 | (38) | 300 | 300 | 300 | 300 | 300 | 300 |
| 3. | Graduation/Ordination | 1,051 | 1,298 | 3,686 | 2,881 | 2,497 | 3,990 | 4,423 | 2,000 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| 4. | Interest Expense - General | 0 | 0 | 0 | 0 | 317 | | | | | | | | |
| 5. | Storage | 0 | 0 | 0 | 0 | 0 | 1,487 | 3,315 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6. | Gifts | 0 | 0 | 0 | 0 | 128 | 64 | | | | | | | |
| 7. | Tuition & Fees - External | 0 | 0 | 0 | 0 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 8. | Staff Development/ Continuin Ed | | | 1,338 | 275 | 0 | 655 | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 9. | Uncollected Accounts | 2,341 | 0 | 1,030 | (80) | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 10. | Accreditation | | 5,963 | 8,028 | 24,391 | 10,001 | 9,237 | 9,683 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 11. | Royalties | | | | | | | 291 | | | | | | |
| I. | Payroll Expenses | | | | | | | | | | | | | |
| 1. | Base Salaries | 236,056 | 357,307 | 413,001 | 480,344 | 469,395 | 516,384 | 525,144 | 602,950 | 621,039 | 615,808 | 634,282 | 653,311 | 672,910 |
| 2. | Fed. Income Tax | 22,141 | 0 | 0 | | | | | 0 | 0 | 0 | 0 | 0 | 1 |
| 3. | Social Security | 26,225 | 19,520 | 20,325 | 23,392 | 26,542 | 29,810 | 28,445 | 33,663 | 34,157 | 36,320 | 37,410 | 38,532 | 39,688 |
| 4. | Medicare | 6,133 | 4,565 | 4,754 | 5,451 | 6,207 | 6,972 | 6,652 | 8,743 | 8,483 | 8,929 | 9,197 | 9,473 | 9,757 |
| 5. | Health Insurance | 62,016 | 63,810 | 65,527 | 82,724 | 64,399 | 77,632 | 84,152 | 64,374 | 67,593 | 70,972 | 74,521 | 78,247 | 82,159 |
| 6. | HSA Contribution | 3,750 | 11,750 | 13,500 | 17,583 | 15,334 | 12,125 | 13,025 | 12,601 | 10,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 7. | Disability/Life Insurance | 6,763 | 11,590 | 11,213 | 14,889 | 12,343 | 11,038 | 13,000 | 12,427 | 12,800 | 13,184 | 13,579 | 13,987 | 14,406 |
| 8. | 401(k) | 19,584 | 8,509 | 13,236 | 12,902 | 11,655 | 13,645 | 15,023 | 15,939 | 16,417 | 16,910 | 17,417 | 17,939 | 18,478 |
| 9. | Processing Fees (ADP) | 2,127 | 2,342 | 2,455 | 4,369 | 6,716 | 38 | 3,595 | 4,446 | 4,579 | 4,717 | 4,858 | 5,004 | 5,154 |

| Code | Fiscal Year | Actual 2016-17 | Actual 2017-18 | Actual 2018-19 | Actual 2019-20 | Actual 2020-21 | Actual 2021-22 | Actual 2023-23 | Budget 2023-24 | Forecast 2024-25 | Forecast 2025-26 | Forecast 2026-27 | Forecast 2027-28 | Forecast 2028-29 |
|------|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 10. | Relocation Reimb. | 157 | 2,477 | 3,751 | 0 | 0 | 3,415 | 6,705 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11. | GFUMC Reimb. | (7,000) | 0 | 0 | 0 | 100 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| J.. | Contracts | | | | | | | | | | | | | |
| 1. | Adjunct Faculty - TBI | 13,700 | 19,000 | 25,800 | 4,200 | 0 | | | 0 | 0 | 0 | 0 | 0 | 0 |
| 2. | Adjunct Faculty - TBS | 14,775 | 12,600 | 4,000 | 8,900 | 29,550 | 36,382 | 23,063 | 29,250 | 30,128 | 31,031 | 31,962 | 32,921 | 33,909 |
| 3. | Auditor | 5,500 | 5,500 | 6,850 | 8,500 | 8,500 | 9,500 | 9,500 | 9,500 | 9,738 | 9,981 | 10,230 | 10,486 | 10,748 |
| 4. | Consultants | 0 | 0 | 0 | 0 | 6,800 | 17,355 | | | | | | | |
| 5. | IT Support | 7,200 | 7,320 | 7,560 | 21,790 | 7,200 | 8,120 | 7,800 | 7,800 | 8,580 | 9,438 | 10,382 | 11,420 | 12,562 |
| J. | Travel and Meetings | | | | | | | | | | | | | |
| 1. | Conference/Meeting | 544 | 3,872 | 964 | 362 | 1,515 | 1,161 | 1,094 | 2,500 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 2. | Entertainment/Misc. | 3,320 | 2,491 | 3,689 | 2,059 | 3,255 | 5,621 | 5,658 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 3. | Travel/Mileage | 4,951 | 6,361 | 8,729 | 4,809 | 712 | 9,259 | 4,687 | 7,500 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 4. | Holy Land Travel | | | | | | | | 2,500 | | | | | |
| | Contingency | 0 | 0 | 0 | | | | | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total Operating Expense | 564,418 | 682,294 | 796,310 | 872,327 | 840,240 | 955,739 | 954,394 | 1,072,556 | 1,101,448 | 1,123,294 | 1,156,329 | 1,191,769 | 1,227,512 |
| | Net Revenue over Expense | 61,849 | 59,112 | 16,985 | 3,703 | 66,577 | (294,756) | 8,025 | 17,454 | 16,804 | 47,476 | 72,662 | 101,883 | 138,070 |
| L. | Capital Expenditures | | | | | | | | | | | | | |
| 1. | Capital Projects | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 2. | Capital Equipment | 0 | 0 | 5,000 | 5,000 | 5,000 | 15,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| | Total Capital | 0 | 0 | 5,000 | 5,000 | 5,000 | 15,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |

Organizational Chart



The Bible Seminary Succession Plan

General Succession Plan outlined in the following chart depicts organizational succession plans in the event of untimely death, departure, dismissal, or dissolution of individual paid or volunteer relationships with The Bible Seminary.

| Position | Immediate, Interim Succession | Long-Term Succession |
|--------------------------------------|--------------------------------------|------------------------------|
| Board Chair | Vice-Chair | Board Nomination and Vote |
| Board Vice-Chair | Chair designated Board member | Board Nomination and Vote |
| Board Secretary | Chair designated Board member | Board Nomination and Vote |
| President (CEO) | Vice-Pres. of Finance & Admin. (CFO) | Board Search and Vote |
| Provost (CAO) | President (CEO) | President and VP Search |
| Vice-Pres. of Finance & Admin. (CFO) | Business Manager | President Search |
| Business Manager | Vice-Pres. of Finance & Admin. (CFO) | President and VP Search |
| Dean of Graduate Programs | Provost (CAO) | President and Provost Search |
| Director of Bible Certificate | Provost (CAO) | President and Provost Search |
| Office Manager | Business Manager | President Search |
| Registrar | Provost (CAO) | Provost Search |
| Adjunct Faculty member | Adjunct Faculty Member | Provost Search |
| Librarian | Student Services Coordinator | Provost Search |
| Student Services Coordinator | Provost (CAO) | Provost Search |
| Communications Director | Marketing Director | President Search |
| Marketing Director | Communications Director | President Search |
| Development Director | President (CEO) | President Search |

Catastrophic Plan in case of loss of multiple top leaders: Ask former President to serve as Interim President and determine if key remaining staff and adjuncts are capable of continuing operations in full, scaled back, or suspended until the positions are recruited and filled in accordance with the General Succession Plan. Secondary option is for the Board to hire an interim, qualified leader to help rebuild the top leadership position(s).

The Bible Seminary
2655 S Mason Road
Katy, TX 77450

281-646-1109 (Phone)

Info@TheBibleSeminary.edu
TheBibleSeminary.edu

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Comprehensive Strategic Plan

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