

SOUTHEASTERN BAPTIST COLLEGE

FIVE-YEAR PLAN

2017-2018

THROUGH

2021-2022

THIS DOCUMENT EDITED BY:

AMY HINTON, DIRECTOR OF INSTITUTIONAL EFFECTIVENESS

JULY, 2017

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INTRODUCTION

Strategic planning is a systematic approach to determining an institution's or organization's future. This process proposes specific plans which target five-year goals based on fundamental principles, institutional characteristics, and external factors. These goals emerge from the institution's philosophy and mission, and are achieved by strategies and action plans outlining specific operational tactics.

While the process of strategic planning varies depending on institutional culture and leadership style, effectiveness in planning methods requires certain common elements. These elements are incorporated into the Southeastern Baptist College Five-Year Plan by the following components:

1. Philosophy - values, beliefs, and underlying assumptions which serve to establish parameters that define the character and nature of the institution.
2. Mission - a concise statement of the institution's purpose.
3. Strategic Goals - indicators of success in accomplishing the institution's mission.
4. Strategies - general commitments to address certain key success factors and critical issues in order to accomplish the institution's mission and goals.
5. Financial Projections- financial resources available to implement action plans.
6. Action Plans - specific recommendations for implementing strategies.
7. Evaluation - monitoring and assessing the progress of the Five-Year Plan.

PHILOSOPHY

Bible colleges have at least three distinctives: first, a Bible college exists for the purpose of training Christian workers; second, Bible college training empha-sizes practical experience; and third, the Bible college curriculum emphasizes biblical studies.

The trustees, administration, and faculty of Southeastern Baptist College are committed to maintaining those distinctives for the institution. Therefore, they consider the spiritual, as well as, the academic qualifications of students. It is their conviction that a right relationship with God is the first step in the pursuit of knowledge.

Southeastern Baptist College reflects the teachings of the Bible from the Baptist viewpoint. However, free and open discussion of opposing views by faculty and students is encouraged. The college recognizes that only those teachings which can stand the test in a free market of ideas are worthy of their advocates.

MISSION

The purpose of Southeastern Baptist College is to glorify God by providing quality post-secondary education from a biblical world view in a Christian atmosphere.

Training is provided on campus, online, and through extensions to help prepare people for professional ministry and/or business administration. Southeastern Baptist College also seeks to train people who wish to receive the foundational courses of college curriculum in a spiritual academic setting. All courses are taught in such a manner as to integrate faith and learning, thereby giving due recognition to the God of all truth.

Southeastern Baptist College seeks to serve the Christian community by offering a limited number of credit and non-credit courses to those who do not choose to pursue a structured program toward a specific degree, certificate, or diploma.

STRATEGIC GOALS

1. Southeastern Baptist College graduates will be able to state unreservedly that the Bible is the inspired Word of God, and that it is the standard of their faith, practice, and conduct.
2. Southeastern Baptist College graduates will demonstrate that they have acquired a basic knowledge of the Bible necessary for intelligent Bible study.
3. Southeastern Baptist College graduates will demonstrate that they have gained a degree of maturity in their Christian experience as reflected in their communication, their observable behavior, and their initiative and performance in Student Ministries assignments.
4. Southeastern Baptist College graduates will give evidence of having been stimulated toward continued growth in biblical knowledge, Student Ministries, Christian citizenship, and scholarly competence as reflected in records which give comparative evidence of progress.
5. Southeastern Baptist College graduates will be able to apply the teaching of Scripture in the shaping of a Biblical worldview for life and ministry.

STRATEGIES

1. We will pursue continued growth in enrollment through intensified recruiting efforts.
2. We will endeavor to enhance the college's public image through continued and new public relations efforts.
3. We will endeavor to increase revenue through continued appeals to traditional sources and initial appeals to new sources.
4. We will endeavor to maintain high quality physical facilities and equipment as needed to accomplish our mission.
5. We will endeavor to offer high quality educational programs through continued upgrading of academic programs.
6. We will endeavor to maintain an adequate library to support the courses being taught.
7. We will endeavor to maintain high quality of service to students through selective employment and continuing support of college personnel.
8. We will endeavor to provide a positive educational experience for students through ongoing attention to student services.

Financial Projections

Sources of Income	2017	2018	2019	2020	2021
Church/ Association Support	\$190,000 (in 2016: \$198,673)	\$192,000	\$195,000	\$198,000	\$200,000
Student Tuition & Fees	\$190,000 (in 2016: \$191,698)	\$193,000	\$195,000	\$200,000	\$208,000
Friends of SBC (individual donors, alumni, etc.)	\$20,000 (in 2016: \$21,943)	\$22,000	\$25,000	\$30,000	\$31,200
SBC Bookstore	\$3,000 (phasing out; move to students buying textbooks on their own online) (In 2016: \$9,912)	\$2,000 (continued phase-out; selling any inventory that's left)	\$1,000 (continued phase-out; selling any inventory that's left)	\$0	\$0
Foundation Interest	\$42,000 (In 2016: \$40,000)	\$44,000	\$46,000	\$48,000	\$50,000
Other Income	\$25,000 (In 2016: \$34,137)	\$26,500	\$27,000	\$29,000	\$32,000
TOTALS	\$470,000	\$479,500	\$489,000	\$505,000	\$521,200

ACTION PLAN OVERVIEW

1. We will pursue continued growth in enrollment through intensified recruiting efforts.
 - 1.1 Establish an enrollment growth plan through the year 2022.
 - 1.2 Ensure that personnel resources are adequate for recruiting needs.
 - 1.3 Develop and distribute high quality printed materials and other media to enhance recruiting efforts.
 - 1.4 Broaden the potential recruiting base.
 - 1.5 Establish and implement a program designed to improve retention of current students.

2. We will endeavor to enhance the college's public image through continued and new public relations efforts.
 - 2.1 Increase visibility.
 - 2.2 Increase on-campus visitation.

3. We will endeavor to increase revenue through continued appeals to traditional sources and initial appeals to new sources.
 - 3.1 Intensify efforts to increase regular and special donations.
 - 3.2 Intensify efforts to increase income from students.
 - 3.3 Intensify efforts to increase Foundation income.

4. We will endeavor to maintain high quality physical facilities and equipment as needed to accomplish our mission.
 - 4.1 Establish and implement a schedule for addressing maintenance, equipment, and improvement needs of physical facilities and grounds.
 - 4.2 Evaluate the needs of each department in materials and services.

5. We will endeavor to offer high quality educational programs through continued upgrading of academic programs.
 - 5.1 Establish a plan to evaluate and revise programs.
 - 5.2 Assure that adequate faculty are employed.

6. We will endeavor to maintain an adequate library to support the courses being taught.
 - 6.1 Provide personnel needed to assure an efficient library operation.
 - 6.2 Evaluate the needs of the library in materials and services.

7. We will endeavor to maintain high quality of service to students through selective employment and continuing support of college personnel.
 - 7.1 Recruit personnel to fill vacancies that presently exist and that will develop in the near future.
 - 7.2 Improve personnel compensation.
 - 7.3 Strengthen efforts in personnel development.

8. We will endeavor to provide a positive educational experience for students through ongoing attention to student services.
 - 8.1 Improve new student orientation.
 - 8.2 Develop sources of financial aid.
 - 8.3 Intensify efforts to provide social activities that promote a spirit of comradery among the student body.
 - 8.4 Enhance the quality of dormitory life by modernizing and improving the facilities.

ACTION PLANS

ACTION PLAN

Plan number: 1.1

Strategy: We will pursue continued growth in enrollment through intensified recruiting efforts.

Action Plan Objective: Establish an enrollment growth plan through the year 2021/22.

Steps:	Resources Required:	Date:
Enrollment will see a growth of 5% from the previous year, defined as FTE. For 2017-2018, set a goal of 110 student-combined semesters.	Staff time and effort	2017-2022

Responsible: Director of Recruiting; Director of Admissions

ACTION PLAN

Plan number: 1.2

Strategy: We will pursue continued growth in enrollment through intensified recruiting efforts.

Action Plan Objective: Ensure that personnel resources are adequate for recruiting needs.

Steps:	Resources Required:	Date:
Evaluate personnel needs for the recruiting and admissions office. For 2017-2018, hire a volunteer/unpaid recruiter to take over the majority of the recruiting efforts (one who has already come forward seeking this position).	Staff time and effort	2017-2022

Responsible: President; Director of Recruiting; Director of Admissions

ACTION PLAN

Plan number: 1.3

Strategy: We will pursue continued growth in enrollment through intensified recruiting efforts.

Action Plan Objective: Develop and distribute high quality printed materials and other media to enhance recruiting efforts.

Steps:	Resources Required:	Date:
1. Develop and produce recruiting brochures and publications of professional quality. For 2017-2018, have newly developed recruiting brochures professionally printed.	Staff time and effort; estimated \$500 for professional printing	2017-2022
2. Improve the college website in appearance and ease of use. For 2017-18, focus on making the website mobile phone-friendly; also, continue to move toward complete conversion to a WordPress website.)	Staff time and effort	2017-2022

Responsible: President; Director of Recruiting; IT Director

ACTION PLAN

Plan number: 1.4

Strategy: We will pursue continued growth in enrollment through intensified recruiting efforts.

Action Plan Objective: Broaden the potential recruiting base.

Steps:	Resources Required:	Date:
1. Extend the recruiting area. For 2017-2018, focus recruiting efforts towards non-BMA churches and their youth groups (meetings, speaking engagements, etc.).	Staff time & effort	2017-2022
2. Survey the current student population to determine its demographics.	Staff time & effort	2017-2022

Responsible: Director of Recruiting; Director of Admissions; Registrar

ACTION PLAN

Plan number: 1.5

Strategy: We will pursue continued growth in enrollment through intensified recruiting efforts.

Action Plan Objective: Establish and implement a program designed to Improve retention of current students.

Steps:	Resources Required:	Date:
1. Increase the number of students who pre-register.	Staff time & effort	2017-2022
2. Strengthen existing programs: A. Student assimilation: chapel, Orientation, and student activities. For 2017-18, -have ministerial students give devotionals on our Facebook page -have fellowships once a month (staff and students) B. Academic advising program. For 2017-18, maintain current practices due to high survey scores, but look for ways to improve.	Staff time & effort	2017-2022

Responsible: Director of Recruiting; Registrar; Academic Dean; Student Services

ACTION PLAN

Plan number: 2.1

Strategy: We will endeavor to enhance the college's public image through continued and new public relations efforts.

Action Plan Objective: Increase Visibility.

Steps:	Resources Required:	Date:
1. Advertise in appropriate media. For 2017-18, -continue all current media activities -utilize EDA advertisements -advertise through high school sporting event media -use billboards only possibly as supplements (not priority)	Staff time & effort; cost depends on media chosen - est. \$15,000 (\$6,000 from budget, & rest donated)	2017-2022
2. Produce competitive informative materials. For 2017-18, have newly developed brochures printed professionally.	Staff time & effort; estimated \$500 for professional printing	2017-2022
3. Continue to improve campus appearance. For this year, 2016-17: -repair campus sign lighting -phase 2 of admin/gym (paint & landscaping) -take up carpet in hallway & main office (replace with tile)	Staff time & effort; cost of materials – est. \$20,000 from budget	2017-2022

Responsible: Director of Recruiting; IT Director; President

ACTION PLAN

Plan number: 2.2

Strategy: We will endeavor to enhance the college's public image through continued and new public relations efforts.

Action Plan Objective: Increase on-campus visitation.

Steps:	Resources Required:	Date:
1. Host annual meeting of the BMA of Mississippi.	Staff time & effort; cost of utilities \$200.00	2017-2022
2. Invite civic, community, and business leaders to speak in chapel services. For 2017-18, begin with an invitation to EDA officers and the HGTV Napiers.	Staff time & effort	2017-2022
3. Target homeschool groups through their basketball games held on our campus.	Staff time & effort (cost of utilities paid by homeschoolers)	2017-2018
4. Make our facilities available to outside groups. For 2017-18, -host ballgames (promoting at each) -hold an inauguration event -host pastors' and business leaders' forums/lunches - host community Prayer Breakfast	Staff time & effort – est. \$5,000 from budget (rest donated)	2017-2022

Responsible: Director of Recruiting; President

ACTION PLAN

Plan number: 3.1

Strategy: We will endeavor to increase revenue through continued appeals to traditional sources and initial appeals to new sources.

Action Plan Objective: Intensify efforts to increase regular and special donations.

Steps:	Resources Required:	Date:
1. Seek to increase the number of supporting churches and their financial support. For 2017-18, speak at churches on Sundays.	Staff time & effort	2017-2022
2. Intensify and expand efforts to increase the number of individual donors and their financial support. For 2017-18, speak with potential donors more directly through meetings.	Staff time & effort	2017-2022
3. Develop a support base from alumni (continuous). For 2017-18, give specific projects to alumni, promoted through social media contacts.	Staff time & effort	2017-2022
4. Seek to increase the number of supporting state associations and their financial support. For 2017-18, speak at as many	Staff time & effort	2017-2022

associational meetings as possible.		
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Responsible: President

ACTION PLAN

Plan number: 3.2

Strategy: We will endeavor to increase revenue through continued appeals to traditional sources and initial appeals to new sources.

Action Plan Objective: Intensify efforts to increase income from students.

Steps:	Resources Required:	Date:
1. Continue efforts to increase student credit hours.	Staff time & effort	2017-2022
2. Increase (as needed) student fees and tuition to offset rising costs of operation. For 2017-18, do not increase, but continue plans to in the near future (possibly next year).	Staff time & effort	2016-2021

Responsible: President; Director of Recruiting

ACTION PLAN

Plan number: 3.3

Strategy: We will endeavor to increase revenue through continued appeals to traditional sources and initial appeals to new sources.

Action Plan Objective: Intensify efforts to increase Foundation income.

Steps:	Resources Required:	Date:
1. Continue to develop promotional materials for the Foundation. For 2017-18, create materials to target/take to senior adult conferences.	Staff time & effort; cost of printing - \$500.00	2017-2022
2. Contact more individuals about large donations to the Foundation. For 2017-18, speak with potential donors more directly through meetings.	Staff time & effort	2017-2022
3. Enlist more churches to give budgeted support to the Foundation. For 2017-18, speak at churches on Sundays.	Staff time & effort	2017-2022

Responsible: President

ACTION PLAN

Plan number: 4.1

Strategy: We will endeavor to maintain high quality physical facilities, equipment, and departmental resources as needed to accomplish our mission.

Action Plan Objective: Establish and implement a schedule for addressing maintenance, equipment, and improvement needs of physical facilities and grounds.

Steps:	Resources Required:	Date:
1. For this year: -repair campus sign lighting -phase 2 of admin/gym (paint & landscaping) -take up carpet in hallway & main office (replace with tile)	Staff time & effort; cost of materials – est. \$20,000 from budget	2017-2018
2. Resurface the campus parking lot.	\$40,000.00	2018-2019
3. Renovate Granberry Hall.	Volunteer labor; \$2,000.00	2019-2020
4. Purchase a new campus sign (digital).	\$15,000.00	2020-2021
5. Renovate gymnasium.	Volunteer labor; \$40,000	2021-2022

Responsible: President; Maintenance Staff

ACTION PLAN

Plan number: 4.2

Strategy: We will endeavor to maintain high quality physical facilities, equipment, and departmental resources as needed to accomplish our mission.

Action Plan Objective: Evaluate the needs of each department in materials and services.

Steps:	Resources Required:	Date:
1. Evaluate departmental needs through “Departmental Annual Report”.	Staff time & effort	2017-2022
2. Evaluate faculty needs through “Faculty Budget Request Forms”.	Staff time & effort	2017-2022

Responsible: President; Academic Dean; Director of Institutional Effectiveness; Maintenance Staff

ACTION PLAN

Plan number: 5.1

Strategy: We will endeavor to offer high quality educational programs through continued upgrading of academic programs.

Action Plan Objective: Establish a plan to create, evaluate, and/or revise programs.

Steps:	Resources Required:	Date:
1. Evaluate all degree programs through formal student and faculty surveys and evaluation procedures including: <ul style="list-style-type: none"> - Student Course Evaluations - Student Program Evaluations - Faculty Course Reports - Faculty Questionnaires <i>(Faculty Questionnaire will be conducted once every two years; all other evaluations will be conducted annually.)</i>	Staff time & effort	2017-2022
2. Develop 1-2 missions courses (by Dr. Carson).	Staff time & effort	2017-2018

Responsible: Director of Institutional Effectiveness; Academic Dean

ACTION PLAN

Plan number: 5.2

Strategy: We will endeavor to offer high quality educational programs through continued upgrading of academic programs.

Action Plan Objective: Assure that adequate faculty is employed.

Steps:	Resources Required:	Date:
1. Monitor faculty needs on a continual basis.	Staff time & effort	2017-2022
2. Fill the following instructors' positions: - Two new business instructors	Appropriate compensation to be determined	2017-2018

Responsible: Academic Dean; President

ACTION PLAN

Plan number: 6.1

Strategy: We will endeavor to maintain an adequate library to support the courses being taught.

Action Plan Objective: Provide the personnel needed to assure an efficient library operation.

Steps:	Resources Required:	Date:
1. Use student workers (as needed) to assure adequate personnel.	Work study wage	2017-2022
2. Monitor personnel needs.	Staff time	2017-2022

Responsible: Librarian; Academic Dean

ACTION PLAN

Plan number: 6.2

Strategy: We will endeavor to maintain an adequate library to support the courses being taught.

Action Plan Objective: Evaluate the needs of the library in materials and services.

Steps:	Resources Required:	Date:
1. The Athena computerized card catalog program will be filled with more cataloging records.	Staff time & effort	2017-2022
2. Add new book display table to promote specific books/book collections.	Staff time & effort (use existing table)	2017-2018
3. Create and print an electronic inventory list of all materials in the History & Archives Room.	Staff time & effort	2018-2019
4. Convert all VHS tapes to DVDs.	Staff time & effort; cost of DVDs	2019-2020
5. Conduct deep/expansive inventory & weeding of the bound/back issues periodical collection.	Staff time & effort	2020-2021
6. Create a "Book Review" section on the main campus bulletin board and on the college website.	Staff time & effort	2021-2022

Responsible: Librarian

ACTION PLAN

Plan number: 7.1

Strategy: We will endeavor to maintain a high quality of service to students through selective employment and continuing support of college personnel.

Action Plan Objective: Recruit personnel to fill vacancies that presently exist and that will develop in the near future.

Steps:	Resources Required:	Date:
Sufficient personnel will be on staff to assure that the strategy is achieved. For 2017-18, hire two new business instructors.	Appropriate compensation to be determined	2017-2022

Responsible: President; Academic Dean

ACTION PLAN

Plan number: 7.2

Strategy: We will endeavor to maintain a high quality of service to students through selective employment and continuing support of college personnel.

Action Plan Objective: Improve personnel compensation.

Steps:	Resources Required:	Date:
1. Evaluate current compensation packages of individuals.	Staff time & effort	2017-2022
2. Provide cost of living increases if financially feasible (to be determined after fall registration is complete).	Cost of percentage increase	2017-2022

Responsible: Administration

ACTION PLAN

Plan number: 7.3

Strategy: We will endeavor to maintain a high quality of service to students through selective employment and continuing support of college personnel.

Action Plan Objective: Strengthen efforts in personnel development.

Steps:	Resources Required:	Date:
1. Make provisions for professional development (i.e., workshops, conferences, etc.). For 2017-18, along with the ABHE annual meeting, also look into ABHE's fall leadership seminars.	\$3,400.00 per year	2017-2022
2. Continue to pay dues for memberships in professional organizations. For 2017-18, include MASFA membership for the Financial Aid Director.	Cost of dues - \$150 per year	2017-2022
3. Continue to assist with tuition and time off for personnel pursuing advanced degrees and/or training.	Cost of tuition - \$1,000 per year	2017-2022

Responsible: Administration

ACTION PLAN

Plan number: 8.1

Strategy: We will endeavor to provide a positive educational experience for students through ongoing attention to student services.

Action Plan Objective: Improve new student orientation.

Steps:	Resources Required:	Date:
1. Evaluate orientation with feedback from students.	Staff time & effort	2017-2022
2. Develop/Execute a “New Student Welcome Event” through the Orientation class.	Staff time & effort; cost \$200	2017-2018

Responsible: Student Ministries Director; Dean of Students; Librarian

ACTION PLAN

Plan number: 8.2

Strategy: We will endeavor to provide a positive educational experience for students through ongoing attention to student services.

Action Plan Objective: Develop sources of financial aid.

Steps:	Resources Required:	Date:
1. Maintain good standing in Federal Title IV program.	Staff time & effort	2017-2022
2. Seek individuals and churches who will underwrite scholarships. For 2017-18, pursue receiving the MTAG grant.	Staff time & effort	2017-2022

Responsible: Academic Dean; President; Financial Aid Director

ACTION PLAN

Plan number: 8.3

Strategy: We will endeavor to provide a positive educational experience for students through ongoing attention to student services.

Action Plan Objective: Intensify efforts to provide social activities that promote a spirit of comradery among the student body.

Steps:	Resources Required:	Date:
1. Target homeschool groups through their basketball games held on our campus.	Staff time & effort (cost of utilities paid by homeschoolers)	2017-2018
2. Develop/Execute a “New Student Welcome Event” through the Orientation class.	Staff time & effort; cost \$200	2017-2018
3. Plan monthly fellowship meals with the staff and students.	Staff time & effort	2017-2018

Responsible: Dean of Students; Director of Recruiting

ACTION PLAN

Plan number: 8.4

Strategy: We will endeavor to provide a positive educational experience for students through ongoing attention to student services.

Action Plan Objective: Enhance the quality of dormitory life by modernizing and improving the facilities.

Steps:	Resources Required:	Date:
1. Update the front of Hilbun Hall.	Volunteer labor; est. \$10,000.00 for supplies (\$5,000 from budget & \$5,000 donated)	2017-2018
2. Update the upstairs apartments.	\$1,500 (budget)	2017-2018
2. Renovate the upstairs of Granberry Hall.	Volunteer labor & some donated supplies; remaining supplies-\$10,000.00	2018-2019
3. Resurface the dorm parking lots.	\$10,000.00	2019-2020
4. Paint the exterior of Granberry Hall.	\$3,000.00	2020-2021

5. Place new shutters on Granberry Hall.	\$5,000.00	2021-2022

Responsible: President; Dean of Students; Maintenance Staff

SUMMARY

The Five-Year Plan was developed with consideration given to internal and external factors that are believed to be crucial to the ability of the college to accomplish its mission. Those factors include:

1. Organization

Strengths - features of the institution that contribute to the accomplishment of its mission and goals.

Weaknesses - features of the institution that inhibit the accomplishment of its mission and goals.

2. Environment

Opportunities - features of the environment that contribute to the accomplishment of the institution's mission and goals.

Liabilities - features of the environment that inhibit the accomplishment of the institution's mission and goals.

3. Current Position

Success Factors - features of the institution and/or environment that significantly affect the institution's ability to accomplish its mission and goals.

Critical Issues - areas of concern that significantly affect the institution's ability to accomplish its mission and goals.

The following pages give a summary of the conclusions reached with respect to the college's strengths and weaknesses, the environment's opportunities and liabilities, and the institution's current position in terms of success factors and critical issues.

STRENGTHS

We believe the following aspects of the college show an encouraging picture for its future well-being.

- The administration, faculty, and staff are considered to be strengths. Their length of service to the college, commitment to the mission of the college, and qualifications for their respective areas of responsibility all serve to give stability and quality to the institution.
- The educational environment at the college is considered to be a positive asset. The combination of a strong academic program and an intense Christian emphasis provides a special opportunity for students who want such a balanced experience in a college setting. This is especially so in an area of the country known as "the Bible Belt," and where Christian values remain strong in the society.
- Recent campus improvements and beautification projects have strengthened the college's image with prospective students, the supporting constituency, and the local community. The campus improvement process is ongoing and should continue to strengthen the college's appeal.
- A small student-faculty ratio fosters attractive classroom experiences and promotes positive relationships between students and faculty.
- The cost of attendance at the college is comparatively low for a private institution. Other private colleges in the state are three times more expensive than Southeastern.

WEAKNESSES

We believe the following aspects of the college are inhibitors to success, but that they are controllable.

- Student enrollment is very small. Without growth in enrollment, the college is limited in its ability to generate needed financial income, to produce an alumni support base, and to impact the lives of more students in the accomplishment of its mission.
- Even though the combination of a strong academic program with an intense Christian environment is desirable, the college continues to have the image of just being a "preacher's school." The average parent and prospective student do not perceive of Southeastern as an option for the first two years of post-secondary education.
- Limited financial resources continue to present a primary hindrance to progress. This contributes to low faculty and staff salaries, limitations on improvement to and expansion of physical facilities, and difficulty in acquiring equipment.
- Low retention is recognized as a weakness, and steps are being pursued to correct the problem.

Addressing these weaknesses will be an ongoing process implementing the strategic plan in the years to come.

OPPORTUNITIES

Opportunities in today's world abound for the educational world. Trends in the environmental climate point to increasingly favorable circumstances for the college.

- The emphasis in our nation and state on education constantly keeps its importance before the eyes of the public. Efforts to make higher education a reality for all citizens will no doubt help to bring all educational institutions into a more favorable marketplace.

- The college's location in the "sunbelt" is a positive factor in terms of an increasing population. The mild climate and relatively low cost of living in the region make future population growth a strong probability.

- The economic trend of the nation and state indicates that more people are seeking new/additional avenues for employment now more than ever before. The promotion of our current academic programs and the creation of new programs at our institution will offer the public possibilities for educational training.

These environmental opportunities suggest an optimistic future for continued growth of the college.

LIABILITIES

Certain environmental factors present difficulties for the college to advance in some areas.

- The number of churches comprising the supporting denomination is small. Additionally, most of the churches are small themselves. This presents a limitation on the potential recruiting pool they provide.
- The state has an extensive community college system. Most residents in the state live within a fairly short driving distance of a public community college. Because of governmental assistance, these community colleges offer very inexpensive tuition. Also, most students reside close enough to live at home if they wish to do so.
- Several public colleges and universities in the state do not recognize ABHE accreditation. All three of the major universities will not accept transfer students from Southeastern.

Every environment has its own particular liabilities for educational institutions. Recognizing those liabilities helps in planning to minimize their negative impact.

SUCCESS FACTORS

Success factors deduced from analysis of strengths, weaknesses, opportunities, and liabilities include recruiting, public relations, funding, and campus improvement. To accomplish its mission, Southeastern Baptist College must succeed in each of the following areas.

- Intensified recruiting will result in continued growth in enrollment.
- Improved public relations will help increase public awareness and support.
- Increased funding will provide support for continued quality programs.
- Improvements to campus buildings, grounds, and equipment will contribute to the overall strength of the college.
- Improved retention will be a stabilizing factor in enrollment.

CRITICAL ISSUES

Critical issues identified through internal and external analyses include growth, image, and continued accreditation. These issues must be given high priority attention for continued stability of the college.

- Growth in enrollment must occur for the college to more effectively accomplish its mission.
- Image must be accurately conveyed to improve awareness of programs offered and quality of service provided.
- Continued accreditation must be achieved to ensure public credibility and the existence of the college itself.

EVALUATION

The college administration recognizes the need to continually evaluate the progress being made as the Five-Year Plan is implemented. The following is a guideline to be followed in the evaluation of the institutional effectiveness as it relates to the Five-Year Plan.

- At the beginning of each academic year of the Five-Year Plan, the Institutional Effectiveness Committee (made up of both administration and faculty members) shall distribute/present the action plans for that year and specific ways each individual will contribute to making the plans reality.
- Individuals involved directly in the areas of action will be given a time-line for reporting on the progress of the action plan to ensure that its implementation is on schedule. These reports will be given to the person(s) responsible for the action plan.
- At the conclusion of each academic year of the Five-Year Plan, the Institutional Effectiveness Committee (made up of both administration and faculty members) shall set a time to report on the outcomes of the action plans for that year (in the summer). Successes shall be noted, and areas that were not completed will be discussed, giving consideration to causes for the lack of accomplishment and actions that might be needed as a result.

All assessment will be made based on how effective the institution was in accomplishing the strategic goals set forth in the Five-Year Plan, utilizing the action plans set forth therein.

Plans will also be finalized at this time for a year to be added to the end of the five-year cycle, thus ensuring that plans for a five-year period will always be in effect.