

SOUTHEASTERN BAPTIST COLLEGE

FIVE YEAR PLAN

2020-2021

THROUGH

2024-2025

TABLE OF CONTENTS

Introduction	3
Philosophy	4
Mission	5
Institutional Goals/Strategies.	6
Across-the-Curriculum Educational Objectives.	7
Financial Projections	8
Action Plan Overview	9
Action Plans	11
Summary	34
Strengths	35
Weaknesses	36
Opportunities	37
Liabilities	38
Success Factors	39
Critical Issues	40
Evaluation	41

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 emphasizes 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.

Institutional Goals/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 and by the meeting of our across-the-curriculum educational objectives.
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.

Across-the-Curriculum Educational Objectives

1. Provide an educational atmosphere that encourages spiritual growth and the development of Christian character.
2. Provide instruction from a biblical worldview perspective, cultivating each student's own worldview development.
3. Increase each student's knowledge, understanding, and application of the Bible.
4. Equip students with knowledge and skills appropriate to their chosen field of study.

Financial Projections

Sources of Income	2020-21	2021-22	2022-23	2023-2024	2024-2025
Church/ Association Support	\$170,000 (In 2019: \$151,587)	\$180,000	\$180,000	\$180,000	\$180,000
Student Tuition & Fees	\$500,000 (In 2019: \$493,215)	\$550,000	\$600,000	\$600,000	\$600,000
Friends of SBC (individual donors, alumni, etc.)	\$31,200 (In 2019: \$65,207)	\$32,000	\$33,500	\$45,000	\$60,000
Foundation Interest	\$45,000 (In 2019: \$35,000)	\$47,000	\$50,000	\$50,000	\$50,000
Other Income	\$32,000 (In 2019: \$93,673)	\$34,000	\$36,000	\$45,000	\$54,000
TOTALS	\$778,200	\$843,000	\$899,500	\$920,000	\$944,000

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 and by the meeting of our across-the-curriculum educational objectives.

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 2024/25.

Steps:	Resources Required:	Date:
Enrollment will see a growth of 5% from the previous year, defined as FTE. For 2020-2021: 100 in the Fall.	Staff time and effort	2020-2025

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 2020-2021: -New Registrar -Coaches for softball, volleyball, baseball, and soccer -New choir director	\$ 10,000	2020-2025

Responsible: President; Athletic Director

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 2020-2021, -update sports brochures to include new sports -create postcards	Staff time and effort; estimated \$2,500 for professional printing	2020-2025
2. Improve the college website in appearance and ease of use. For 2020-21, conduct further/ongoing updates to the website as needed.	Staff time and effort	2020-2025

Responsible: Director of Recruiting; IT Director; Dean of Academic Affairs; Athletic 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 2020-2021, <ul style="list-style-type: none"> - Visit high schools to recruit for soccer, baseball, softball, and volleyball - expand efforts to recruit in our local 10-county support base at conferences, local activities, camps, etc. 	Staff time & effort; \$3,000 for travel expenses	2020-2021
2. Survey the current student population to determine its demographics. For 2020-2021, <ul style="list-style-type: none"> - attend college fairs - attend homeschool events - survey church staff 	Staff time & effort	2020-2025

Responsible: Director of Recruiting; Director of Admissions; Athletic Director

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. For 2020-2021, The Dean of Academic Affairs, Dean of Student Affairs, and Registrar will attend retention webinars for information & training.	Staff time & effort	2020-2025
2. Strengthen existing programs: A. Student assimilation: chapel, Orientation, and student activities. For 2020-21, - Continue Tuesday Talk Fellowships. - Form a traveling choir. - Create a new orientation program. - Develop the FLLF program. B. Academic advising program. For 2020-21, assign academic advisors.	\$3,000 for travel expenses for the traveling choir	2020-2025

Responsible: Director of Recruiting; Dean of Academic Affairs; Choir Director; Dean of Student Affairs; Registrar

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 2020-21, -continue all current media activities.	Staff time & effort; cost depends on media chosen - estimated \$10,000	2020-2025
2. Produce competitive informative materials. For 2020-21, -create a sports program printed media guide. -create sports media pages.	Staff time & effort; \$2,500 cost of media guide	2020-2025
3. Continue to improve campus appearance. For 2020-21, -create and hang a large "Chargers" logo sign on the front of gym -paint all building exteriors	Staff time & effort; volunteer labor \$10,000 cost of painting buildings	2020-2025

Responsible: Director of Recruiting; Public Relations Personnel; Athletic 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. Provide on-campus educational-related events. For 2020-21, -possible song director workshop. -certificate classes for Sunday School teachers or for the general public.	Staff time & effort; \$1,500 event-related expenses (instructor pay, etc.)	2020-2025
2. Invite civic, community, and business leaders to speak in chapel services.	Staff time & effort	2020-2025
3. Invite local schools' cheerleading groups to cheer at home basketball games as guests.	Staff time & effort	2020-2021
4. Make our facilities available to outside groups. For 2020-21, -host ACT prep classes. -host census worker classes. -serve the public through the café.	Staff time & effort	2020-2025

Responsible: Director of Recruiting; President; Choir Director;

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 2020-21, -choir to visit churches as representatives of SBC	Staff time & effort \$500.00 travel expenses for choir	2020-2025
2. Intensify and expand efforts to increase the number of individual donors and their financial support. For 2020-21, -golf tournament for scholarships -corporate sponsorships of sports	Staff time & effort \$500.00 tournament-related expenses	2020-2025
3. Develop a support base from alumni (continuous). For 2020-2021, choose new officers & plan alumni projects/activities.	Staff time & effort	2020-2025
4. Seek to increase the number of supporting state associations and their financial support.	Staff time & effort	2020-2025

Responsible: President; Athletic Director; Alumni Association Officers

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	2020-2025
2. Increase (as needed) student fees and tuition to offset rising costs of operation. For 2020-21, -technology fee - \$100 -activity fee - \$25 -decal - \$15 -international students fee – increase to \$300	Staff time & effort	2020-2025

Responsible: President; Director of Recruiting; Dean of Academic Affairs

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 2020-21, promote the Foundation in the MS Baptist Paper.	Staff time & effort	2020-2025
2. Contact more individuals about large donations to the Foundation. For 2020-21, the President will promote donations to the Foundation at church visits.	Staff time & effort	2020-2025
3. Enlist more churches to give budgeted support to the Foundation. For 2020-21, the President will promote donations to the Foundation at association meetings.	Staff time & effort	2020-2025

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: - outside facades of all buildings upgraded - choir room further equipped - move the library to a new location -utilize the old library location for an all-purpose gathering area	Staff time & effort; \$Cost of outside facades listed in Plan 2.1	2020-21
2. Purchase a new campus sign (digital).	\$15,000	2021-2022
3. Resurface the campus parking lot.	\$40,000	2022-2023
4. Build an additional dormitory.	\$Get estimates – around \$800,000	2023-2024
5. Install newest technology.	\$ 100,000	2024-2025

Responsible: President; Maintenance Volunteers & Hires

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 Reports". For 2020-21, discontinue the textbook center.	Staff time & effort	2020-2025
2. Evaluate faculty needs through "Faculty Budget Request Forms". For 2020-21, review and refine the purchase order system.	Staff time & effort	2020-2025

Responsible: President; Dean of Academic Affairs

ACTION PLAN

Plan number: 5.1

Strategy: We will endeavor to offer high-quality educational programs through continued upgrading of academic programs and by the meeting of our across-the-curriculum educational objectives.

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 	Staff time & effort <i>(Faculty Questionnaire will be conducted once every two years; all other evaluations will be conducted annually.)</i>	2020-2025
2. Continue the “Academic Success Center”, but do not have it as an official scheduled time slot for students.	Staff time & effort	2020-2021
3. Develop and implement new courses and/or programs. For 2019-20, -develop a concentration in Business program: communications	Staff time & effort	2020-2025

-develop concentrations in Church Ministries program: missions and pastoral studies -investigate joining the rize consortium		
---	--	--

Responsible: Dean of Academic Affairs; ABHE Compliance Coordinator; Director of IT; Dean of Student Affairs

SOUTHEASTERN BAPTIST COLLEGE - FIVE YEAR PLAN

ACTION PLAN

Plan number: 5.2

Strategy: We will endeavor to offer high-quality educational programs through continued upgrading of academic programs and by the meeting of our across-the-curriculum educational objectives.

Action Plan Objective: Assure that adequate faculty is employed.

Steps:	Resources Required:	Date:
1. Monitor faculty needs on a continual basis. For 2020-21, -if program approved by MDE, hire needed elem.ed. faculty for Spring -hire additional instructors in gen ed and Bible to be able to offer duplicate courses to cover increased enrollment	Staff time & effort (Salaries determined by Administration at that time)	2020-2025
2. Fill the following instructors' positions: - extra gen ed instructors - new choir director	Appropriate compensation to be determined	2020-2021

(all with a goal of securing instructors with Doctorate degrees whenever possible)		
--	--	--

Responsible: Dean of Academic Affairs; 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	2020-2025
2. Monitor personnel needs.	Staff time	2020-2025

Responsible: Librarian; Dean of Academic Affairs

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	2020-2025
2. Move the library to a new location, shifting the collection to a “closed stacks” collection rather than a “browsing” collection.	Staff time & effort	2020-2021
3. Create a substantial section of materials to support the new elementary education degree program.	Staff time & effort \$ 6,500 estimated for books & processing supplies	2021-2022
3. Conduct deep/expansive inventory & weeding of the bound/back issues periodical collection.	Staff time & effort	2022-2023
4. Create a “Book Review” section on the main campus bulletin board and on the college website.	Staff time & effort	2023-2024
5. Establish more electronic resources (subscriptions).	Staff time & effort	2024-2025

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 2020-21, - Hire an administrative assistant - Hire a part-time recruiter	Appropriate compensation to be determined	2020-2025

Responsible: President; Dean of Academic Affairs

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	2020-2025
2. Provide cost of living increases if financially feasible.	Cost of percentage increase	2020-2025

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 2020-21, -SACS workshop for the Dean of Academic Affairs -ABHE leadership conference for the Dean of Student Affairs -ABHE annual meeting for the Compliance Coordinator/Liaison -MASFA & VA meetings for the financial aid director -Athletic conferences for AD/coaches	\$15,000 travel expenses for events' attendance	2020-2025
2. Continue to pay dues for memberships in professional organizations.	Cost of dues – \$8,500	2020-2025
3. Continue to assist with tuition and time off for personnel pursuing advanced degrees and/or training.	Cost of tuition - \$1,000 per year	2020-2025

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. For 2020-21, -redesign the Orientation program -create and implement a new Spiritual Growth Survey to be given in Orientation	Staff time & effort	2020-2025
2. Hire Orientation support staff as needed.	Staff time & effort	2020-2025

Responsible: Dean of Student Affairs

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 eligibility to participate in Federal Title IV program.	Staff time & effort	2020-2025
2. Seek individuals and churches who will underwrite scholarships. For 2020-21, -establish a scholarship through the café -revamp and underwrite scholarships for the GMAs and Galileans -Underwrite a scholarship for SOAR	Staff time & effort	2020-2025

Responsible: Dean of Academic Affairs; 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 potential students through youth sports.	Staff time & effort	2020-2025
2. Get students plugged into area churches and ministries off campus. For 2019-20, -continue Tuesday Night Talks -have Caroline and Ginny focus on student activities -maintain and expand a connection with the FCA -organize service activities through a new FLLF program (in the community & on campus) -launch a “shoebox” ministry campaign	Staff time & effort	2020-2025

Responsible: Dean of Student Affairs; 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. For 2020-21, -painting exterior of both dorms -renovation of the baseball dorm area -convert the President's home to a dorm house (and name it "Sentinel Home")	\$40,000 cost of renovations	2020-2021
2. Resurface the dorm parking lots.	\$10,000.00	2021-2022
3. Replace roofing on both dormitories.	\$10,000.00	2022-2023
4. Build an additional dormitory.	\$Get estimates -around \$800,000	2023-2024
5. Complete a full renovation of men's dormitory.	\$ 175,000	2024-2025

Responsible: President; Dean of Student Affairs; 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 fact is especially true 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 only being a "preacher's school." The average parent and prospective student do not perceive 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 improvements to and expansion of physical facilities, and difficulty in acquiring equipment.
- Low student 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 issue presents a limitation on the potential recruiting pool they provide.
- The state has an extensive community college system. Almost all 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 while attending college.
- Several public colleges and universities in the state do not recognize ABHE accreditation. Two of the 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 impacts.

SUCCESS FACTORS

Success factors deduced from analysis of strengths, weaknesses, opportunities, and liabilities include recruiting, public relations, funding, and campus improvements. 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 (in the summer) to report on the outcomes of the action plans for that year. 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.