



MAPLE SPRINGS BAPTIST BIBLE COLLEGE & SEMINARY STRATEGIC PLAN

2022-2027



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From the President....

Strategic Planning Committee

Dr. Marquez Ball	Director of Institutional Planning and Assessment, Chair
Mr. Keith Dukes	Vice President of Finance
Dr. Catherine Borges- Johnson	Professor, Department Chair
Dr. Lawrence Hawkins	Professor
Ms. Carolyn Craddock	Student

MISSION STATEMENT

Maple Springs Baptist Bible College and Seminary exists to educate, encourage, equip and empower emerging and existing Christ-centered leaders for the propagation of the Gospel for the Church, the local and global community.

(Executive Committee of the Board Approved 19 October 2017 for Calendar Year 2018).

PURPOSE

Maple Springs Baptist Bible College and Seminary seeks to produce Christ-centered leaders with the values, knowledge, and skills required to fulfill the Great Commission. We seek to transform and prepare for ministry those with or without previous undergraduate training in the biblical area. We do this through a partnership of students, faculty, churches and organizations; academic discipline; and an affordable "open door" admission policy permitting the discovery, communication of and preservation of biblical knowledge and understanding in a unified community known as a Bible College and Seminary. We seek to ensure each student is grounded in a conservative, fundamental, evangelical biblical position in order to be an instrument of renewal and development for the Christian and world communities.

Objectives

Through its curricula, Maple Springs Baptist Bible College and Seminary seeks to promote the following objectives. Each student will be able to:

- Understand and apply the doctrines of evangelical Christianity and the basis for and significance of the Gospel as it relates to persons individually and corporately.
- Understand the Christian world-view and be able to intelligently communicate it and demonstrate it in one's lifestyle.
- Understand and demonstrate the process of biblical interpretation and doctrinal formulation.
- Understand and teach the Bible effectively.
- Understand and demonstrate an understanding of and applications of skills for the specific ministry for which the student is preparing.
- Understand and demonstrate a thorough knowledge of essential biblical principles and teachings for lay or ordained work in the church or the community.
- Demonstrate and apply an understanding of the concepts, principles and biblical teachings through practicums, field experience and other written and verbal measures.

Think critically about and present a reasoned defense of the faith against other beliefs. A reasoned defense of one's faith refers to the presentation of an apologetic which is based on the biblical revelation and is also intellectually and rationally sound.

The Methodology for Strategic Planning

The Context

Higher education, particularly private higher education, faces opportunities and challenges unlike any other industry. In light of these realities, MSBBC&S considered several significant points regarding the context of higher education in America. First, students today are not the same as students during previous generations, so we must adapt to these new learners. The demographics of our student population are more diverse and represent a broader variety of backgrounds. Students learn using different techniques and personal preferences, especially via technology. Second, in light of COVID-19 we must adapt to the new models of education in our which society is moving. Third, as a result of the greater financial burden donors, it is unrealistic to expect a return to greater levels of financial support in the future. Therefore, we must adapt to the changing funding model for private higher education.

The Process

MSBBC&S's previous strategic plan covered the 5-year period from 2019 to 2024. In order to sustain existing institutional objectives and develop new priorities, a Strategic Planning Task Force was assembled during fall 2021 with the end goal of launching a new strategic plan in January 2022.

Identification of Goals

Development of the institutional goals and strategies took several stages: data collection, analysis, selection and consensus. The task force collected data from a variety of internal and external sources and benchmarked them against peer institutions both in and out of state. Prior work on major planning efforts was also considered based on MSBBC&S previous 19-24 Strategic Plan, and the 2019-2024 Budget.

The task force analyzed relevant data by reviewing current processes, resources and performances in comparison to external measures. Standard planning activities, such as gap analysis, environmental scan, market factors and SWOT analysis, were conducted to identify what MSBBC&S is doing now, where the institution should go and what is needed to accomplish its desired new goals.

Priorities

MSBBC&S has celebrated prodigious developments in nearly every aspect of the institution since its origination. As we adjust for the changes taking place in higher education and society at large, the following five institutional priorities offer a comprehensive view of MSBBC&S goals and direction.

1. Compliance
2. Resources
3. Personnel
4. Innovation
5. Growth

Our Priorities | Compliance

To meet the compliance standards of Maryland Higher Education Commission (MHEC) and Transcontinental Association of Christian Schools (TRACS)

MSBBC&S places high priority on successfully completing MHECs stage one and stage two processes for receiving full authority to operate in the state of Maryland as an accredited degree granting institution. MSBBC&S has functioned as a religious exempt institution within the state however state regulations have changed which requires the institution to now comply with MHEC (COMAR 13B) for all in state institutions.

Goal 1. Successfully Resolve our Appeal to MHEC's 2021 Denial

MSBBC&S'S 2019 Stage One submission was rejected by MHEC without being carried through MHEC's full administrative process. MSBBC&S retained counsel and appealed MHEC's decision.

Goal 2. Complete All Institution Assessments (TRACS)

MSBBC&S must complete all Assessments required by TRACS and maintain documentation.

Goal 3. Complete TRACS Self-Study

Each self-study section will be assigned to the appropriate personnel. The Executive VP will provide support and supervision to each team member. In addition, the Director of Institutional Planning and Assessment will conduct meetings and synchronize the overall data for the study.

In order to achieve this, we will:

- Identify community stake holders that my advocate for MSBBC&S with MHEC
- Work towards mediation with MHEC
- Resubmit a stage one application that complies with COMAR 13B
- Institute an administrative process by which all assessments are completed and documented in a timely manner
- Ensure that both administrative and academic leads understand the role of assessments and their responsibility to perform them
- Assign and Tasks TRACS Self-Study teams

Our Priorities | Resources

To acquire quality resources through diverse income streams to strengthen the position of MSBBC&S and maintain the mission of offering affordable education

MSBBC&S places high priority on the stewardship of its tangible and intangible resources. Through the years, the generosity of donors has helped the school offer quality education at an affordable price. The following three goals exhibit MSBBC&S's commitment to the acquisition and stewardship of resources for the prosperity of the institution.

Goal 1. Development of Capital Campaign

One of the vital resources of the institution is that of investors. Fostering healthy relationships with donors is key to the financial stability of MSBBC&S, and is a priority to the governing Boards and administration of the school. MSBBC&S seeks creative methods of engaging potential and current donors for investment opportunities and to express appreciation for their ongoing support.

Goal 2. Alumni Engagement and Philanthropic Giving

Vital to current success and future growth, MSBBC&S has the opportunity to invigorate philanthropic giving and alumni engagement by re-engaging the MSBBC&S community. Such activities include identifying major areas of giving and diversifying revenue sources, educating alumni on how donations can be prioritized and used, and identifying individuals who want to contribute by sharing their time and talent in addition to their treasure.

Goal 3. Secure Grants

Higher education costs are increasing and like other private institutions, MSBBC&S is becoming even more dependent on tuition to cover expenses. Known for its entrepreneurial spirit and faith, MSBBC&S has an opportunity to identify alternative funding streams, improve internal financial management tools and enhance instructional delivery models to increase revenue and reduce costs by applying for and securing Minority Serving Institution grants.

In order to achieve this, we will:

- Increase participation in alumni giving through leadership giving, student philanthropy, young alumni giving and affinity-based giving.
- Secure at least \$100,000 annually by 2023 through annual fund, major gifts, planned gifts and corporate/foundation gifts.
- Develop and execute an education plan to inform constituents on the variety of ways to give and how giving and participation impact Christian education, showcase needs and highlight success stories.

Our Priorities | Personnel

To employ diverse, highly qualified personnel committed to the mission of affordable and innovative theological education

The infrastructure of MSBBC&S is strong, continuously evolving to become more adept and efficacious as we expand academically and globally. The ability to successfully accommodate this expansion lies fundamentally with our personnel. MSBBC&S is multi-faceted, with each dimension comprised of highly skilled individuals committed to an excellent academic experience. The following goals express the personnel objectives of the institution.

Goal 1. Development of the Planning and Assessment Office

The Leadership team of MSBBC&S is boldly guiding the school into a new phase of growth and academic maturation. This new phase will require the vital use of data outcomes drawn from assessments administered by the Director of Institutional Planning and Assessment. This office is established and now operating in its basic capacity, and MSBBC&S is seeking new Assessment tools. Once in place, the Director will engineer the dissemination of assessments to all departments, and oversee each department's development of assessments, ensuring precision and effectiveness. The data collected from each assessment will be utilized in institutional and departmental decision-making and strategic planning.

Goal 2. Expand committed Faculty with terminal degrees

MSBBC&S Faculty create and enjoy an atmosphere of genuine attentiveness and concern for each other and their students. MSBBC&S Faculty are held to a high standard of degree, quality of delivery, technological capability, and spiritual maturity. The Academic Department will continue to strengthen the core Faculty group, offering opportunities for professional development and recruiting new Faculty on an as needed basis.

Goal 3. Identify and train new and existing advisors

A vital connection between MSBBC&S and the student body is the Advisor. The Task force is identifying areas of deficiency with current Advisors, establishing ongoing training and development programs in an effort to cultivate efficiency and effectiveness. These efforts will strengthen academic programs and aid in increasing student graduation rates.

In order to achieve this, we will:

- Design assessment tools for each department
- Evaluate assessment data and implement changes based upon data outcomes
- Identify areas of Advisor deficiency and establish ongoing training and development programs
- Strengthen core faculty group and recruit new faculty based on need
- Create professional development opportunities for faculty

Our Priorities | Innovation

To continuously adapt to the changing global spectrum through educational innovation.

Goal 1. Develop a multiyear plan for assessment of programs that leads to healthy growth

The program model will continue to expand and develop, with regularly scheduled assessments, evaluations, and data-driven revisions for maximum efficiency and effectiveness. The various departments of MSBBC&S are collaborating to identify the program aspects in need of assessment, and will implement the proper assessment tools and program reviews to extract necessary data for decision making and strategic planning purposes. Once the assessments have taken place, assessment outcome reports including change initiatives, approved by the Leadership Team, will be presented to and implemented by department chairs.

Goal 2. Develop a culture of academic excellence and continuous improvement

The Academic Department continues to develop a dynamic assembly of under-graduate and graduate level Faculty. Moving-forward the Academic Affairs Department will conduct regular systematic reviews of course alignment components for all programs. MSBBC&S Faculty will see an increase in assessments and data tracking for the purpose of decision-making and strategic planning. The Faculty of MSBBC&S will be trained in technological and course delivery best practices, as well as program and academic review skills.

In order to achieve this, we will:

- Develop a multi-year plan for program assessment that incites growth
- Create, evaluate, and revise assessment tools as needed for effective outcomes
- Produce Leadership Team approved assessment reports
- Hold Department Chairs accountable to implement change initiatives
- Develop Faculty capacity to conduct program and academic reviews
- Conduct systematic and routine reviews of course alignment and delivery methods

Our Priorities | Growth

To sustain 10% growth every year for five years

MSBBC&S is setting the attainable objective of sustaining 10% growth every year for five years. The following goals illustrate MSBBC&S's objectives for growth in the coming years.

Goal 1. Identify successful strategies for cohort recruitment

An adherent of innovation, MSBBC&S is delving into multiple markets to promote the MSBBC&S name. We will develop data-driven program recruitment strategies, considering sociological information and the successful approaches of other peer institutions.

Goal 2. Review and revise the scheduling of courses based on enrollment

With an Increasing demand for flexible scheduling among our US student population, MSBBC&S will further develop its design for course scheduling to meet these needs, continue in innovation, and to meet accreditation and state standards.

Goal 3. Manage growth

The Office of Institutional Planning and Assessment is developing and implementing assessments to evaluate the necessary quantity of personnel for institutional advancement, recruitment and enrollment. Furthermore, staff and faculty will undergo annual reviews to determine the effectiveness of policies and necessary quantity of personnel to accomplish vital processes.

In order to achieve this, we will:

- Broaden MSBBC&S's network of individuals and organizations for recruiting purposes
- Develop assessment and annual review procedures that identify the need for new policies and procedures and that determine the necessary quantity of personnel for enrollment processes
- Identify and implement effective recruitment strategies based on program size and assessment data
- Develop multiple innovative marketing networks to promote the MSBBC&S name
- Address course scheduling flexibility and needs
- Design hybrid methods for course delivery that meet accreditation and state standards

Implementing and Monitoring

Implementation

Implementation of the Strategic Plan will be the MSBBC&S President and the Director of Institutional Planning and Assessment. As the Plan proceeds and unfolds, the Leadership Team will monitor progress to assist with decision-making and to keep the planning process operative and responsive. MSBBC&S will calibrate progress by utilizing an Annual Strategic Planning Calendar in conjunction with the Annual Academic Calendar. Necessary resources will be appropriated to ensure efficient achievement of the Strategic Plan objective.

Monitoring

The continual monitoring of the Strategic Plan will be a concerted effort of several facets of the institution. The Plan will undergo periodic and annual review by each governing and administrative entity to ensure accuracy and effectiveness. The Board of Trustees will meet several times each year for strategic planning, reflection, and review of the institution's resources and core functions. Likewise, the Strategic Planning Committee will meet to assess and monitor the Strategic Plan progress. The Leadership Team of MSBBC&S will gather quarterly to discuss organizational and departmental progress. Department leaders will assemble their staff for monthly meetings to review, plan, and implement the Strategic Plan. Lastly, the Office of Institutional Planning and Assessment will engage every dimension of MSBBC&S through assessments, collecting invaluable data that creates the bedrock for strategic planning. This data will offer a basis for periodic and annual updates to the Strategic Plan. MSBBC&S Strategic Plan will be submitted to the Transnational Association of Christian Schools (TRACS, and will be available for public view at msbbcs.edu.

Appendix I | Assessment Schedule

Office	Type of Assessment	Date Administered	Date of Review
Alumni Program	MSBBCS Alumni Survey	November	January
Board of Trustees Evaluation	MSBBCS Board Survey	June	July
Business Office	VP Finance and Admin Dept. Eval. Form	April	June
Chapel Evaluation	MSBBCS Student Services Survey	September/January	October/February
Faculty Evaluation by Peers	Dean Peer-to-Peer Evaluation Form	April	May
Faculty Evaluation by Students	MSBBCS Student Faculty Survey	November / April	December/May
Faculty Satisfaction Evaluation	Department Faculty Satisfaction Form	May	June
Fiscal Development	Dir. Fiscal Facilities Evaluation	June	July
Grounds/Building Services/Maintenance	Dir. Fiscal Facilities Evaluation	June	July
Library and Learning Resource Center	MSBBCS Library Services Survey	September/January	November/March
Office of Student Affairs	MSBBCS Student Services Survey	December/April	February/July
Registrar's Office	MSBBCS Registrar Survey	April	June
Spiritual Life	MSBBCS Spiritual Life Survey	January	March
Staff Satisfaction Evaluation	Modified TRACS Survey	June	July
Student Services Survey	MSBBCS Student Services Survey	October	December
Support Staff Evaluation	Support Staff Evaluation Form	June	July
Technology Assessment	MSBBCS Technology Survey	April	June

Appendix II | Program Review Cycle

MAPLE SPRINGS BIBLE COLLEGE	DEPARTMENT	DATE OF REVIEW
	A.A.	2021 –2022; 2027 - - 2028
	B.A. – Biblical Studies (Pastoral Ministry)	2022 – 2023; 2028 – 2029
	B.A. – Biblical Studies (Church Ministries, Mission)	2023 – 2024; 2029 – 2030
	General Education Department Evaluation	2024 – 2025; 2030 – 2021
	Church Vocation Department Evaluation	2025 – 2026; 2031 – 2032
	Bible and Theology Department Evaluation	2026 – 2027; 2032 -- 2033
MAPLE SPRINGS SEMINARY	DEPARTMENT	DATE OF REVIEW
	M.A.	2021 – 2022; 2027 -- 2028
	M. Div.	2022 – 2023; 2028 – 2029
	D.Min.	2023 – 2024; 2029 – 2030
	Christian Counseling Course Evaluation	2024 – 2025; 2030 – 2021
	Church Administration Course Evaluation	2025 – 2026; 2021 – 2032

