



NORTHERN CALIFORNIA BIBLE COLLEGE

www.ncbc.net

PURSUING THE SPIRIT AND THE WORD

2023 Strategic Plan for NCBC

The following projects are proposed for the next five years to enlarge the student body, add an additional medium of course distribution, and upgrade all the institution's programs and procedures. The strategic planning process facilitates the development and assessment of the goals and objectives for achieving the institution's mission. In addition, the strategic planning process involves an internal and external assessment of the environment and the institution. The continual assessment of the environment and the institution assists with planning for the future and enabling the institution to adapt to the ever-changing environment.

The NCBC Board of Directors will assess and evaluate this strategic plan each year in its first yearly meeting.

Driver Goals:

1. Excellence in Biblical Education
2. Maintain full national accreditation
3. Increase Enrollment, thus fulfilling the Great Commission
4. Advance the NCBC brand
5. Engage alumni support
6. Recruit, retain, and advance staff and administration
7. Advance the Mission, Purpose, and Objectives of NCBC
8. Financial benchmarks

Strategic Initiatives

TRACS ACCREDITATION

President/CEO & CAO

GOAL	2023	2024	2025	2026	2027
Pursue increasing levels of TRACS accreditation status	Pursue Federal Grant Money Approval, with the accompanying accreditation tasks.	We anticipate standing before the Executive Council of TRACS to receive our full accreditation.	Execute Self Study for 5-year Reaffirmation process	Stand before the Executive Council of TRACS to receive our full accreditation reaffirmation.	Expand program accreditation and explore branch campus expansion options.
Revenue needed to support	\$10,000 in Compliance staff and increased audit fees	Need to raise \$10,000 to fund the reaffirmation.	Use \$10,000 in funds to support TRACS visit and self-study.		\$2,000 in TRACS approval fees

- I. **Rationale:** It is imperative that NCBC stewards the 2021 accreditation and be prepared for the initial 5-year reaffirmation assessment in 2025-2026.
- II. **Estimated need:** \$20,000
- III. **Time frame: Responsibility:** to be completed by 2026
- IV. **Driver goals:** 1 through 8

ACQUIRE A COMPREHENSIVE COLLEGE SOFTWARE PROGRAM (Becoming Technology Advancement Goal)

President/CEO

In 2018 the goal was established to acquire a comprehensive software program. This goal was met in 2017 when NCBC began using Populi to replace our outdated College Management System. Now the goal is to complete the transition and modernize aspects of the program.

GOAL	2023	2024	2025	2026	2027
Create an administratively efficient set of systems for enrolled students and audit	Migrate all Personal Enrichment students to the new platform,	Anticipate the needed growth of the AA/BA/MA programs along with	Reconfigure system as needed for possible branch locations.	Incorporate Accreditation Reaffirmation insights into the	Explore Growth Needs for Branch Campuses and Expanding GE programs.

(Personal Enrichment) students.	add asynchronous class options.	possible Teaching location options.		technology systems.	
Staffing needs	Hire Personal Enrichment Administrator	Hire Part-Time Populi Administrator		Upgrade to Full-Time Populi Administrator	

- I. **Rationale:** It is imperative that NCBC find operational improvements through new technology integrations. Scalable growth depends upon efficient and consistent administration of student and course data.
- II. **Estimated need:** \$40,000 over 5 years.
- III. **Time frame: Responsibility:** to be completed by 2027
- IV. **Driver goals:** 1 through 8

DISTANCE EDUCATION PROGRAM CONSOLIDATED

Director of Distance Learning

Goal: Expand the online program to broaden NCBC's Distance Education Enrollment

NCBC is authorized to deliver excellence in our Education program through Distance Learning methods and this mode of extending the NCBC student body will be one of the primary avenues of growth for the college.

GOAL	2023	2024	2025	2026	2027
Create both synchronous and asynchronous modes of Distance Learning delivery and build up capacity for growth.	Hire a Director of Distance Learning to coordinate the DL students as well as conduct courses they are qualified to teach.	Investigate SARA reciprocal status agreements to serve students across the US. Apply and Receive Authorizations state by state as needed.	Create Marketing and Partnership materials to attract and retain more DL students.	Investigate and Implement hybrid Distance Learning and Branch Campus modes of campus expansion.	Continue to expand DL offerings and programs according to reaffirmation input.
Budgeting	\$1000/m supported by DL growth		\$1000/m Marketing Spend	Unknown amount of capital needed.	

- I. **Rationale:** To add an additional medium to deliver courses that adapt to the present environment.
- II. **Estimated need:** unknown at this time.

- III. **Time frame: Responsibility:** By Fall 2023 have an equal number of students enrolled in DL courses as in-person.
- IV. **Driver goals:** 1,3,7-8

STUDENT ENROLLMENT:

President/CEO

GOAL	2023	2024	2025	2026	2027
Project a 10% increase each year	90	100	110	125	140
Staff and/or Budget	Create Broad Spectrum Marketing Campaign	Hire Part-Time Recruiter & Part Time Student Success Coach	Hire Full-Time Recruiter	Hire Full-Time Student Success Coach	Hire Another Full-Time Recruiter
Home School Initiatives	Investigate and compile HS network contacts & initial outreach. Website update needed	Tailor and execute targeted outreaches to SF area networks w/ Dual enrollment opportunities. Form partnership(s) with national groups.	Expand Home School outreach to Sac, LA, and SD regional networks (still CA based)	Continue to Expand Home School Outreach and Partnerships	Continue to Expand Home School Outreach and Partnerships
General Elective Initiatives	Scope the project and update 'ready to go' classes. Website updates are needed.	Develop new Math, Science, and Humanities course. Full GE should be available by the end of the 2024-2025 academic year.	Apply for IGETC universal transfer agreements. Guaranteeing unit/course transfers	Maintain Quality of GE courses while promoting widely.	Maintain Quality of GE courses while promoting widely.

The Home School and General Education Initiatives represent the important growth vector for NCBC of establishing the best possible 'next step' for regional homeschooling families. The typical progression upon home school graduation is for students to attend two years at a community college and then transfer to their university of choice. Typically the General Education (GE) courses are the most worldly, non-Christian worldview classes student take in their college journey, so NCBC wants to position itself as the Christian community college of the region, where students can receive high-quality, Christian worldview-centric GE courses that function as a transferrable foundation to CSU, UC, and other universities. The Home School initiatives will focus on raising the visibility of NCBC in these networks while the GE Initiative is focused on the academic program development needed to implement these initiatives.

To reach these yearly 10% increase goals each year will require significant changes to the infrastructure:

- 1) Investigate and implement Dual Enrollment or Ability to Benefit opportunities (targeting home school families)
- 2) Market new Master's program full to the extended church networks.
- 3) Better position our Degree Completion program to 2nd career-minded and retirement individuals.
- 4) Create and expand staffing around student recruitment and student success management.
- 5) Hire additional teachers to teach at additional locations

- I. **Rationale:** To accomplish the full vision for NCBC, the reach of student enrollment must be increased.
- II. **Estimated need:** An Additional \$2,000 to \$5,000 per month spent on marketing and student recruitment.
- III. **Time frame: Responsibility:** continue from 2022 and annually
- IV. **Driver goals:** 1, 3, 4

DEVELOPMENT of a STRATEGIC PLANNING COMMITTEE

President/CEO

A committee will be formed, drawing from members of the faculty and board of directors, to prepare a yearly Strategic Plan that will be presented in the Board of Directors in their February meeting.

A yearly calendar will be put in place with dates of when the committee convenes and assignments for each committee member.

- I. **Rationale:** To satisfy TRACS requirements and continually improve program
- II. **Estimated need:** \$500
- III. **Time frame: Responsibility:** continue from 2022 and annually
- IV. **Driver goals:** 1-8

BOARD TO HAVE A BASIC WORKING POLICY OF ALL THE MAJOR OPERATIONS OF THE COLLEGE

Chairperson of the Board

GOAL	2023	2024	2025	2026	2027
Determine college-wide Policies & Procedures	Distance Education	Marketing & Dual Enrollment Options	Teaching Location and Branch Campus Policies	Further Updates	Further Updates

- I. **Rationale:** To remain operationally effective and consistent the NCBC board must continue to respond to the growth fo the college with prompt policy guidelines and oversight of the President.
- II. **Estimated need:** No financial impact
- III. **Time frame: Responsibility:** Ongoing
- IV. **Driver goals:** 1, 3, 4, 5

GOVERNANCE SYSTEMS TO BE INSTALLED

Chairperson of the Board

GOAL	2022	2023	2024	2025	2026
Add governance policy to at least 10 components of the school	Board Chairman to design a governance policy for NCBC. President to create processes and procedures.	Review with the CAO the new Master's program to make sure it adheres to graduate-level standards.	Adjust current governance policy to the present needs of this year.	Create or review Accreditation Reaffirmation policies and processes.	Review governance policy according to the accreditation reaffirmation process.

FINANCIAL STABILITY

Chairperson of the Board & CFO

GOAL	2023	2024	2025	2026	2027
Maintain a healthy financial position on an ongoing basis Position the college for growth investment possibilities.	Finish the year in the black. Create cashflow models to accurately predict faculty, fixed, and recurring expenses against income.	Work with the CEO to produce adequate tuition and fee updates. Work to create a formal Alumni Associate and the associated fundraising.	Finish the year in the black. Project new hire needs against Cash flows Investigate Health Care Benefit Options for Staff	Create Capital Campaign policies and work to establish fundraising goals for campus expansions.	Investigate Retirement Benefits for Executive and FT staff.