



NORTHERN CALIFORNIA BIBLE COLLEGE

www.ncbc.net

PURSUING THE SPIRIT AND THE WORD

2024 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.

NCBC Mission Statement

"The Mission of Northern California Bible College is to provide nationally accredited, global, undergraduate, graduate, local, and distance bible education."

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

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	2024	2025	2026	2027	2028
Pursue increasing levels of TRACS accreditation status	Pursue Federal Grant Money Approval, with the accompanying accreditation tasks. Execute Self Study for the 5-year Reaffirmation process	Host Peer Review Week from TRACS. We anticipate standing before the Executive Council of TRACS to receive our full accreditation.	Expand program accreditation and explore branch campus expansion options.	Continue program expansion.	Expand program accreditation and explore branch campus expansion options.
Revenue needed to support	Need to raise \$10,000 to fund the reaffirmation (across two years)	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 2024-2025.
- II. **Estimated need:** \$20,000
- III. **Time frame: Responsibility:** to be completed by 2025
- IV. **Driver goals:** 1 through 8

TECHNOLOGY ADVANCEMENT GOALS (was "ACQUIRE A COMPREHENSIVE COLLEGE SOFTWARE PROGRAM")

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	2024	2025	2026	2027	2028
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Create an administratively efficient set of systems for enrolled students and audit (Personal Enrichment) students.	Anticipate the needed growth of the AA/BA/MA programs along with possible Teaching location options.	Reconfigure the system as needed for possible branch locations. Investigate multi-lingual needs.	Incorporate Accreditation Reaffirmation insights into the technology systems. Investigate 3rd party integrations for video content.	Explore Growth Needs for Branch Campuses and Expanding GE Programs.	Grow the IT department to full division under the President's Office.
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	2024	2025	2026	2027	2028
Create both synchronous and asynchronous modes of Distance Learning delivery and build up capacity for growth.	Hire a Director of Distance Learning Investigate SARA reciprocal status agreements to serve students across the US. Apply and Receive	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.	Expand graduate program offerings through Distance Learning.

	Authorizations state by state as needed.				
Budgeting	\$1000/m supported by DL growth	\$1000/m Marketing Spend	An unknown amount of capital needed.	Full-Time Distance Director managing this space.	

- 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 2024 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	2024	2025	2026	2027	2028
Project a 10% increase each year	100	110	125	140	155
Staff and/or Budget	Hire Part-Time Recruiter & Part Time Student Success Coach	Hire Full-Time Recruiter Develop Marketplace Master's Outreach.	Hire a Full-Time Student Success Coach	Hire Another Full-Time Recruiter	Hire Another Full-Time Student Success Coach
Home School Initiatives	Continue Home School outreach. Tailor and execute targeted outreaches to SF area networks with 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. Pursue Dual Enrollment options.		Continue to Expand Home School Outreach and Partnerships

General Elective Initiatives	Develop new Math, Science, and Humanities courses. Full GE should be available by the end of the 2024-2025 academic year.	Apply for universal transfer agreements to CSU. Guaranteeing unit/course transfers. Also, create Christian College agreements	Maintain the Quality of GE courses while promoting widely. Pursue UC-styled transfer agreements.	Coordinate with local Christian High Schools and Home Schooling groups to ensure continued excellence in the GE program.	Maintain Quality of GE courses while promoting widely.
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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 students 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

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

Chairperson of the Board

GOAL	2024	2025	2026	2027	2028
Determine college-wide Policies & Procedures	Marketing & Dual Enrollment Options	Title IX and all Federal Funding Policies completed and published.	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 of 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

Chairperson of the Board

GOAL	2024	2025	2026	2027	2028
Add governance policy to at least 10 components of the school	Develop Board Expansion policy, including recruitment and resignation policies.	Create or review Accreditation Reaffirmation policies and processes.	Review and implement governance policy according to the reaffirmation process.	Adjust current governance policy to the present needs of this year.	Adjust current governance policy to the present needs of this year.
Board Expansion	Determine the desired larger board size, likely between 8-12 trustees. Add two new board members.	Add two new board members.	Add two new board members.	Recruit replacements as needed.	Recruit replacements as needed.
Advisory Board	Formulate loose role definitions and recruit first 10 advisors	Recruit 10 more advisors for the college.	Recruit replacements as needed.	Recruit replacements as needed.	Recruit replacements as needed.

FINANCIAL STABILITY AND ADVANCEMENT OF THE INSTITUTION

Chairperson of the Board & CFO

GOAL	2024	2025	2026	2027	2028
Maintain a healthy financial position on an ongoing basis	Work with the CEO to produce adequate tuition and fee updates.	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.	Expand Capital Campaigns alongside a fully established Alumni Association.
Endowment Initiatives	Investigate Endowment Funding Options, Raise \$25K Minimum Fund	Expand Endowment Funding, \$100K Setup 5% withdrawal rate for the general fund	Tie in Alumni and other advancement initiatives to endowment fundraising activities	Expand to \$1M baseline for the endowment	
Alumni Association Initiatives	Work to create a formal Alumni Associate and the associated fundraising.	Create networking and fundraising rhythms	Expand Alumni Communications, create formal budgeted assoc.	Hire Alumni Director	
Scholarship Funding Initiatives	Expand Awareness of the Joanna Scholarship Fund	Create secondary Firm Foundations Funds for AA degrees	Raise \$100K annually for scholarships.	Advancement Director Hired	Raise \$250K annually
Project Giving Awareness					
General Fund-Giving Initiatives					