



# **Strategic Plan**

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Hosanna Bible College

**Biblical Foundation Statement**

The following is the Biblical foundation statement reflecting the theological position of Hosanna Bible College. This statement provides a basis for doctrinal agreement and unity. The Bible itself is the final authority of what we believe. This statement serves the purpose of providing a general outline of the belief system adopted and embraced by our institution. This statement is consistent with the Word of God and is in accordance and in agreement of the doctrine of the Holy Spirit.

**The Bible:** The unique divine, plenary, verbal inspiration and absolute authority of all sixty-six canonical books of the Old and New Testaments as originally given. The Bible is the only infallible, authoritative Word of God and is free from error of any sort, in all matters with which it deals, scientific, historical, moral, and theological.

**The Trinity:** The triune, Godhead—one eternal, transcendent, omnipotent, personal God existing in three persons: Father, Son, and Holy Spirit.

**The Father:** God the Father, the first person of the Divine Trinity, is infinite Spirit—sovereign, eternal, and unchangeable in all His attributes. He is worthy of honor, adoration, and obedience.

**The Son:** The Perfect, sinless humanity and the absolute, full deity of the Lord Jesus Christ, indissolubly united in one divine-human person since His unique incarnation by miraculous conception and virgin birth.

**Holy Spirit:** The Holy Spirit is the third person of the Godhead who convicts, regenerates, indwells, seals all believers in Christ, and fills those who yield to Him. The Holy Spirit gives spiritual gifts to all believers; however, the manifestation of any particular gift is not required as evidence of salvation.

**Historicity:** The full historicity and perspicuity of the biblical record of primeval history, including the literal existence of Adam and Eve as the progenitors of all people, the literal fall and resultant divine curse on the creation, the worldwide cataclysmic deluge, and the origin of nations and languages at the tower of Babel.

**Redemption:** The substitutionary and redemptive sacrifice of Jesus Christ for the sin of the world, through His literal physical death, burial, and resurrection, followed by His bodily ascension into heaven.

**Salvation:** Personal salvation from the eternal penalty of sin provided solely by the grace of God on the basis of the atoning death and resurrection of Christ, to be received only through personal faith in His person and work.

**Last Things:** The future, personal, bodily return of Jesus Christ to the earth to judge and purge sin, to establish His eternal Kingdom, and to consummate and fulfill His purposes in the works of creation and redemption with eternal rewards and punishments.

**Biblical Creation:** Special creation of the existing space-time universe and all its basic systems and kinds of organisms in the six literal days of the creation week.

**Satan:** The existence of a personal, malevolent being called Satan who acts as tempter and accuser for whom the place of eternal punishment was prepared, where all who die outside of Christ shall be confined in conscious torment for eternity.

## **II. Mission Statement**

Hosanna Bible College

To maintain a standard of education that will fulfill the needs of our students, answer the mandate of our Savior, meet the needs of our community and satisfy our need to serve.

### **III. Institutional Learning Outcomes**

1. Utilize the theological tools necessary to fulfill their calling to ministry.
2. Acquire skills that adequately prepare them for practical ministry.
3. Gain abroad knowledge of general education, the bible, liturgy, theology, divinity, Christian education, Christian counseling, and leadership.
4. Develop skills in academic research and the analysis of scholarly resources consistent to their area of interest in ministry.
5. Apply educational knowledge and experiences in practical and relevant ways.

At a glance

## **Strategic Plan Initiatives**

**I. Financial Operations** (Strategic Fundraising)

**II. Institutional Assessment** (TRACS Accreditation)

**III. Development of Athletic Program** (Basketball)

**IV. Institutional Assessment** (SACS Accreditation)

**V. Educational Programs** (Expansion of the Degree Offerings)

## Hosanna Bible College

### **Christian Philosophy**

The term Hosanna, originally understood as an appeal to God for deliverance and more popularly characterized as an exclamation of adoration and praise, is needed for every person called by God to serve.

The mission of Hosanna Bible College (HBC) is firmly based in the understanding that an appeal to God for salvation is not only limited to matters of redemption. Moreover, an appeal to God for understanding is the impetus that leads to redemption and many of the issues of life.

“Study to shew thyself approved unto God, a workman that needeth not to be ashamed, rightly dividing the word of truth (II Timothy 2:15).” This biblical passage is embraced as a mandate given to every Christian to study. As a result, Hosanna Bible College embraces the notion that in order to be effective in ministry and responsive to the mandate outlined in II Timothy 2:15 that God’s intervention is essential.

The cry of “hosanna” is an appeal for God’s intervention. Hosanna Bible College accepts the idea that as students enroll into this institution, that a cry for God’s intervention is being made. In the same way, as each student accomplishes successful matriculation, the appeal to God for deliverance is at that point satisfied. As students engage in their theological journey with HBC, a sense of fulfillment to God and to those whom they are called to serve will be experienced and appreciated.



## Hosanna Bible College

### History

In 1982, Pastor Donald Q Fozard and Elder Nora L. Fozard conceived the vision for Hosanna Bible College (HBC). Pastor Fozard, the senior pastor of Mount Zion Christian Church, Incorporated and his wife operated as co-founders and presidents of HBC respectively. Initially, the objective of HBC was to prepare preachers and teachers for the gospel ministry. However, the vision has expanded to include curriculum and training that would prepare laypersons, clergy and professionals who have a God consciousness. The vision came into fruition in August 1992. When the doors of Hosanna Bible College opened, 14 students enrolled and were excited about their journey in Christian education. During that time, all instructors were practicing pastors and brought a host of pastoral expertise and wisdom that would help shape and benefit the charter students of HBC.

Elder Melvin Tolbert served as the Provost and helped to craft the academic model that would continue for more than a decade. In May of 2001, HBC began pursuing accreditation through International Christian Accrediting Association (ICAA). Due to organizational transitions, the process was not completed. But the vision of HBC was alive and well in the minds and hearts of the founders, staff and students of the institution.

Hosanna Bible College began as a two-year program. The first graduating class marched in May of 1994 with 14 graduates. There was not a graduate class in 1995. However, Hosanna Bible College continued to market and recruit students to remain an active and vibrant institution. In 1996, HBC extended its paradigm to a three-year program. Between 1996 and 2000, each year graduates successfully matriculated through the programs offered by HBC.

Under the leadership of President Donald Q. Fozard and Nora L. Fozard HBC remained active and continued to offer training in Christian education.

In 2014, Dr. Fozard resigned his position as president and was voted as the Chairman of the Board of Trustees of HBC. Shortly thereafter, Dr. John Chapman was voted in as President of Hosanna Bible College. With the grace of God, Dr. Chapman and a fresh team of excited and credentialed staff is working diligently to fulfill the original goal of bringing Hosanna Bible College to the glory that was foreseen by the founding visionaries when it first began in 1982. From then to now, Hosanna Bible College has embraced the charge of having "A Standard to Keep and God to Glorify."

Hosanna Bible College

**Statement of Nondiscrimination**

Hosanna Bible College located at 3519 Fayetteville Street, Durham North Carolina admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and academic and athletic school administered programs.

## Hosanna Bible College

### Code of Honor

The faculty, administration, staff students of Hosanna Bible College is committed to service to our God and His people in matters of ministry and service to humanity. As a result, the faculty, administration, staff, and students are required to sign the Code of Honor. This action reflects one's willingness to comply with the principles that are embraced by this institution to follow the message and teachings of Christ. The Word of God drives not only the doctrine but also the behaviors of a Christian in the context shaped and nurtured by Hosanna Bible College. The Code of Honor reflects the principles of individual integrity, faith in God, respect for others and the laws of the land.

The following will not be tolerated in the HBC context and prayerfully in the personal activities of those attached to this institution: illegal drugs, sexual immorality and perversion, and other worldly activities, which are inconsistent with biblical principles of Christ. Those who, through attitude or conduct, show their unwillingness to abide by the life-style set forth in this Code of Honor will be asked to meet the school's Disciplinary Committee and may be subject to dismissal from the School at the Administration's discretion.

### CODE OF HONOR PLEDGE

THEREFORE AS A MEMBER OF THE HOSANNA BIBLE COLLEGE FAMILY, AND HAVING READ THE CODE OF ETHICS AS IT APPEARS IN THE STUDENT HANDBOOK AND SCHOOL CATALOG, AND AS THEY APPLY TO ME IN MY ROLE AS A MEMBER OF THE FACULTY, ADMINISTRATION, STAFF OR STUDENT BODY RESPECTIVELY, I PLEDGE MYSELF, WITHOUT RESERVATION, TO THE FOLLOWING LIFE-STYLE COMMITMENT.

As a Christian, I believe the Word of God to have the final authority in my life as a believer. I accept its teachings as the final authority on all matters of faith and conduct; and as a student and/or faculty and staff member at Hosanna Bible College, I will maintain the moral and spiritual ideals of the School, render respect to those who are my peers, subordinates, and those in authority over me; conform to its social, academic and spiritual requirements; and recognize my responsibility according to the Word of God.

**Signed By:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Print Name:** \_\_\_\_\_

Hosanna Bible College

**VALUE STATEMENT**

1. We believe that God's word is the shaping force to the life a believer.
2. We believe that education is effective when both the practical and conceptual dimension of instruction is utilized.
3. We believe that the church is Body of Christ and the institution of liturgy and discipleship in the world.
4. We believe that those who have not accepted Christ as Lord and Savior should maintain the hope of redemption and should have others in the faith as a resource of righteousness.
5. We believe that God is the founder of excellence. And the spirit of excellence should be a part of the educational experience.
6. We believe that God is glorified through those who search the scriptures and pursuit education that blesses others and honors Him.

## INTRODUCTION

### The Guiding Principle:

The institution must have a written, Board-approved and implemented strategic plan which includes all aspects of the institution. (TRACS 23.1)

The strategic plan must list goals in priority order for each area of the institution, such as academic, financial, administrative, etc. (TRACS 23:2)

The planning process must take into account both income and expenditure categories beyond the current year. (TRACS 23.3)

The planning process must take into account both internal and external factors. (TRACS 23.4)

## SWOT ANALYSIS

<u><b>STRENGTH</b></u> (2014-2015)	<u><b>WEAKNESS</b></u>	<u><b>OPPORTUNITIES</b></u>	<u><b>THREATS</b></u>
Highly credentialed and committed staff and faculty	Lack of permanent endowment	Hosanna Bible College (HBC) is currently implementing a Capital Campaign to bolster private donations. Researching grants via various development firms (The Alford Group, Drakeford, Scott and Associates, LLC, HME Consulting and through Professor Clevel Roseboro (Director of Library Science and College Archivist)	Lack of Accreditation (National or Regional)
Chief Executive Officer committed to Institutional Effectiveness and focused on encouraging a culture of assessment	Space limitations versus growth potential	HBC has an agreement with Mount Zion Christian Academy to use their facilities in the evening hours to accommodate growth until additional facility options are available.	Financial resources (Lack of Benefactor and alumni giving)
Competitive Cost of Education at HBC	Lack of Regional Accreditation for purposes of the expansion of course offerings and enrichment of athletic program	Mrs. Peggy McIlwain (VP of Institutional Assessment) and Dr. Anthony Robinson (Dean of PhD in Leadership Program) are researching and planning and ramping up accreditation efforts to obtain regional accreditation through SACS.	Licensure Needed for Master of Arts in Christian Counseling to sit for state board examination
HBC is in the process of developing a collegiate standard e-library sufficient to undergraduate, graduate distance learning programs. Articulating free e-access agreements, as well as joining local library consortia is the method by which HBC accomplishes	The HBC collection volumes and institutional holdings are dismal.	Grass roots initiatives and collaboration with the HBCU Library Alliance, as well as membership with the Special Library Association (SLA) will foster domestic and international donations. By having an accredited librarian on staff to help develop quality service to HBC patrons and faculty, each semester a cohort of graduate library students	The lack of intellectual property and archival holdings could threaten the developing legacy of Hosanna Bible College. Which could potentially affect the marketing, retention, sustainability, and the historical preservation of the institution.
HBC has created		will conduct their practicums within	

customized Information Literacy and Bibliographic research methodology courses within compliance with Academic Research Library Association (ACRL) mandates.		the library service and library science and Management Information Systems (MIS). This type of initiative will bolster support for data migration, which will give us greater efficacy in meeting our goals to improve on classroom technology and curriculum design.	
Location in Research Triangle Park area of NC (a location rich with credentialed HR	Lack of scale compensation for staff and administration	Seeking accreditation via TRACS so students will gain access to Title IV Federal aid for tuition.	Maintain a low institutional default rate
Alternative learning opportunities (Distance Education Program)	Lack of retained legal representation	Discussions and agreements have been drafted to retain Attorney Benjamin Brewington, ESQ. for continual legal representation.	

## STRATEGIC PLAN

**Hosanna Bible College (HBC) conducts sustained, evidence-based, and participatory discussions regarding how to effectively accomplish its mission and educational objectives. These activities form the foundation for both institutional planning and the systematic evaluation of institutional effectiveness. The results of this institutional inquiry, research, and data collection are used to establish priorities at all levels of the institution and to direct the short-term and long-term planning processes.**

The institution's planning process is all-inclusive in nature and leads to the development of a comprehensive institutional *Strategic Plan*. Such a plan will normally address educational programs, student enrollment, staffing projections, finances, facilities, equipment, policies and procedures for operation.

The strategic planning process includes both short-range (1-2 years) and long-range (3-5 years) projections and goal setting. The process normally identifies priorities, sets goals and timelines, and identifies individuals responsible for implementation.

HGC utilizes the results of assessments in a broad-based continuous planning and evaluation process, and incorporates them into the strategic planning process.

### Standards and Evaluative Criteria

Institution has developed and implemented a comprehensive *Strategic Plan* based on both internal and external factors.

*Strategic Plan* is in writing and includes timetables, persons responsible for implementation and the financial resources required for meeting the goals.

*Strategic Plan* is approved and reviewed annually by the board.

*Strategic Plan* includes a facilities plan for maintaining and upgrading facilities.

Goals are listed in priority order for each area of the institution (such as academic, student services, financial operations, administrative, etc.).

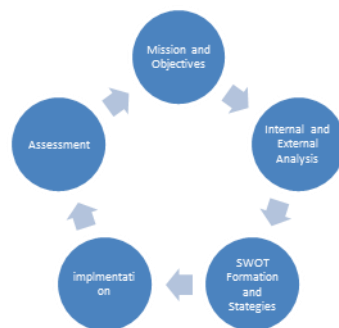
Planning process takes into account both income and expenditure categories for at least five years.

*Strategic Plan* has been developed on sound research, based on an analysis of assessment data, and involves all appropriate constituencies of the institution.

Minutes of any committee meetings related to strategic planning are maintained.

*Strategic Plan* is an integral part of the institution's on-going cycle of planning, budgeting, and assessment.

Assessment data and subsequent new goals are utilized to implement changes.



Strategic planning is that process which addresses the development of an Institution.

This process seeks:

- (1) to clarify the institution's purpose,
- (2) to define the organization's goals,
- (3) to set specific objectives,
- (4) to select the time-line for accomplishing those goals,
- (5) to assign responsibility for achieving those goals,
- (6) to designate the means by which the institution's goals will be realized,
- (7) to establish evaluation benchmarks to measure progress towards implementation.

The Hosanna Bible College Strategic Plan is a planning document covering a projected five-year period of institutional operation. The document is reviewed and revised annually, with accomplished goals deleted, goals no longer considered appropriate removed, new goals added, and the resulting revised plan published.

### **Planning Document Oversight**

To guide Hosanna Bible College through the next five years, the Presidential Advisory Council/Steering Committee of the School functions as the Institutional Planning Committee. The Presidential Advisory Council is made up of the President, Provost, Dean of the Undergraduate Program, Dean of the Graduate Program, Registrar, Alumni Representative, Faculty Representative, Student Body Representative. This group serves as the President's Council.

### **Planning Document Review and Approval Procedures**

Trustees, administration, faculty, staff, students, and alumni are consulted in the formulation of the Strategic Plan. The widespread participation of the School family in the formulation of plans will result in widespread support for the institution's future development. An annual review/approval of the amended version is conducted during the spring semester.

### **Representation in Review Process**

The President and the Presidential Advisory Council represents the administration.

The faculty representatives are co-opted by the Provost, Undergraduate Dean and Graduate Dean.

The Administrative Assistant and Registrar represents staff.

The Student Body is represented by the Student Government Association Officer.

The Alumni Association President or Vice President represents the alumni.



## **Strategic Plan Review Schedule by Month**

### **January**

During January of each year, the existing long-range Plan is reviewed by the following organizations, which will make suggestions in writing about deletions, amendments, or additions:

- \* Presidential Advisory Council/Steering Committee
- \* Trustees Steering Committee
- \* Trustees Executive Committee

### **February**

During February of each year, the Presidential Advisory Council/Steering Committee considers the recommendations made from the three groups doing Strategic Planning review. These recommendations will be combined with data from the Institutional Effectiveness/Outcomes report for the previous year. The result of the Advisory Council's work will be the recommended Strategic Plan for the next five-year period.

### **March**

During March of each year the recommended Strategic Plan for the next five years period is presented to the Faculty for revision and/or adoption. Following faculty adoption, the Strategic Plan is presented to the Trustees Executive Committee for approval.

### **April**

During April of each year, the recommended plan as approved by Faculty and Trustees Executive Committee is presented to the full Board of Trustees for revision and/or adoption.

**May**

During May of each year, the approved Strategic Plan is published in a condensed form to appropriate groups within the School constituency.

**September**

Each August, following the publication of the new Strategic Plan approved by the Faculty and Board of Trustees will produce a report of unit activities during the preceding 12 months. The annual report, along with the new set of goals will be submitted to the President through the Provost. The reports will be presented annually (in September) to the Board of Trustees, and the new set of goals made a part of the Institution's Strategic Plan.

## June 2014 – June 2019

### Strategic Initiatives

*What are your strategic initiatives?* For the next five years Hosanna Bible College has the five following strategic initiatives – Financial Operations (Strategic Fundraising), Institutional Assessment (TRACS Accreditation), Library and Learning Resources (Classroom Technology and Archival Grants), Institutional Assessment (SACS Accreditation) Educational Programs (Expansion of Degree Offerings).

### **I. Financial Operations (Strategic Fundraising)**

**Background.** HBC has experienced success in procuring human resources, facilities and generating interests in the community with persons interested in pursuing theological and professional education. However, the institution remains in need of securing financial resources that will enable HBC to thrive and prosper in the near and distant future. As a result, the institution will engage the following four initiatives: Capital Campaign, Securing Institutional Grants, Fundraising Training and Strategic Fundraising through Special Events.

**Strategic Initiative 1:** The institution will launch and operate a Capital Campaign.

**Date:** August 2014, Completion date of pledges made

**Person(s) Responsible:** *President in conjunction with the Certified Public Accountant (CPA)*

**Resource Requirements:** \$ 2,500 (HME Consulting's fee, Brochures, envelopes, direct mailing, etc.)

\*Budget Category: Developmental Expenses – Addendum Item reference #001

**Steps for Completion:** The following components will result in the completion of strategic initiative 1: SWOT Analysis, Feasibility study results, Campaign Goal (\$100K), Timeline and phases of campaign, Case Statement, Campaign leadership and volunteer base, Lead Gift Staffing and budget, Campaign Gift Table, Major Gift Prospects

**Strategic Initiative 2:** The institution will secure grants.

**Date:** August 2015

**Person(s) Response:** President in conjunction with the development firms: The Alford Group, Drakeford, Scott and Associates, LLC and HME Consulting.

**Resource Requirements:** Approximately 10% of proposed grant value?

**Steps for Completion:** Consultant must complete grant assessment. After which a grant agreement must be signed.

**Strategic Initiative 3:** The institution will have key leadership trained in the area of fundraising.

**Date:** November 2014

**Person(s) Response:** President and Executive Vice President

**Resource Requirements:** \$250

**Strategies for Completion:** Complete registration for the Lake Institute on Faith & Giving. Lake is part of the Lilly Family School of Philanthropy at Indiana University-Purdue University Indianapolis. The Lake Institute and its partners offer the program throughout the country. Lake is partnering with Leadership Education at Duke Divinity to offer the program in Durham on November 10-13, 2014.

**Strategic Initiative 4:** The institution will conduct fundraising through special events.

**Date:** August 2015, Completion date of all special events

**Person(s) Responsible:** Executive Vice *President in conjunction with the Certified Public Accountant (CPA)*

**Steps for Completion:** The following components will result in the completion of strategic initiative 4: Organization and development of Invitational Golf Tournament, Organization and development of Formal Benefit Gala, Organization and Development of City-Wide evangelistic effort with nationally recognized evangelist.

## II. Institutional Assessment (TRACS Accreditation)

**Background:** HBC has a rich history and has achieved strong recognition in Durham and surrounding areas. In May of 2001, HBC began pursuing accreditation through International Christian Accrediting Association (ICAA). Due to organizational transitions, the process was not completed. It is the goal of HBC to obtain accreditation through the Transnational Association of Christian Colleges and Schools (TRACS).

**Strategic Initiative 1:** The institution will complete all Institutional Eligibility Requirements (IER) as is required by TRACS before submission of application for accreditation is allowed.

**Date:** August 2015

**Person(s) Responsible:** *President, Executive Vice President with conjunction with Accreditation Task Team*

**Resource Requirements:** \$6,000.00

**Strategies for Completion:**

1. Complete the 10 IER's of TRACS and request a staff visit by TRACS.

**Strategic Initiative 2:** Begin and complete Self-Study

**Date:** December 2014

**Person(s) Responsible:** President, VP of Institutional Effectiveness and Accreditation Task Team

**Resource Requirements:** \$2,500.00

**Strategies for Completion:** 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 VP of Institutional Effectiveness will conduct meetings and synchronize the overall data for the study.

**Strategic Initiative 3:** Host TRACS Team Visit

**Date:** January 2015

**Person(s) Responsible:** President, Executive VP and VP of Institutional Effectiveness and Accreditation Task Team

**Resource Requirements:** \$34,335.00

**Strategies for Completion:** Self-Study area (Conference Room) will be prepared, Self-Study material will be prepared and made available to team and Trustee Dinner will be planned.

### **III. Development of Athletic Program (Basketball)**

**Background:** HBC will offer information access in the formats of digital, electronic, hardcopy, and scholarly journals. For holdings we do not have, HBC will offer interlibrary loans through WorldCat database. Classroom Technology and archival grants will assist in the development of the information architectural plan for the institution.

**Strategic Initiative 1:** The institution will begin the planning phase of the athletic department.

**Date:** August 2018

**Person(s) Responsible:** *President and VP of Athletic Affairs*

**Resource Requirements:** To Be Determined by Full Time Enrollment.

**Steps for Completion:** HBC will plan development, seek advisement from other from appropriate consultants, join appropriate athletic association(s) and plan a launch date by August 2018.

### **IV. Institutional Assessment (SACS Accreditation)**

**Background:** Hosanna Bible College has the objective to become more appealing to traditional students, student athletes who desire to transfer after one or two years of study and persons seeking state licensure for counseling and future programs that will be offered at HBC. Hence, regional accreditation is necessary in achieving the above goal. Hosanna Bible College shall pursue regional accreditation with the Southern Association of Colleges and Schools (SACS).

**Strategic Initiative 1:** The institution will attend the mandatory application orientation.

**Date of Completion:** May 2017

**Resource Requirements:** - \$1,500 (Orientation fee: 500 X 3)

**Person(s) Responsible:** *President, VP of Institutional Effectiveness and Director of Self Study*

**Strategic Initiative 2:** The institution will make application with the Southern Association of Colleges and Schools

**Date of Completion:** May 2018

**Resource Requirements:** Currently the application fee is 10,000. Additional expenses will involve team visit reimbursements and associated fees.

**Person(s) Responsible:** *President, Executive VP, Vice President of Assessment and Chairperson of Self-Study*

**Strategies for Completion:**

1. HBC will secure support from AdvanceED.
2. HBC will utilize members who have been involved in SACS activity: Peggy McIlwain, Clevel Rosboro and Sharon Evans

## **V. Educational Programs (Expansion of Degree Offerings)**

**Background:** Along with regional accreditation comes a greater appeal and access to traditional students. The marketability of HBC will increase upon the expansion of degree offerings that transcend categories in Christian Education and Theology. Hence, HBC will expand degree offerings that encompass academic subjects such as literature, philosophy, mathematics, and social and physical sciences as distinct from theological, professional and technical subjects.

**Strategic Initiative 1:** The institution will change its status with the UNC General Administration to expand course offerings and update licensure status.

**Date:** August 2018

**Resource Requirements:** Unknown. Licensure adjustments are subject to the UNC General Administration Commission.

**Person(s) Responsible:** *Vice President of Academic Affairs and Provost, Deans*

**Strategy for Completion:**

1. Assessments will be made in terms of degree program popularity and needs for prospective students.
2. Degree programs personnel would be interviewed for staffing purposes.

**Strategic Initiative 2:** The institution will develop degree paradigms and course descriptions.

**Date:** January 2019

**Resource Requirements:** Subject to the number of degree programs launched and FTE at the time.

**Person(s) Responsible:** *Vice President of Academic Affairs and Provost, Deans*

**Strategy For Completion:** The Provost will issue degree implementation plan. This plan will encompass paradigm construction, syllabi template design strategy, course building schedule\ assignments course description and implementation of assessment instrumentation and strategy. Finally, the degree program offerings will be marketed and recruitment for such programs will commence.