

WEST COAST

BIBLE COLLEGE & SEMINARY



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WCBCS
EXHIBITS

TRACS APPLICATION - 2016

INSTITUTIONAL
EFFECTIVENESS
REVIEW

2016-2020

The WCBCS Strategic Plan

*Following 10 years of providing 100%
online education, WCBCS is looking ahead
at what God will do in the next 5 years*

by President Kevin Harrison and Dr. Condly | with Carl Dorvil

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WEST COAST BIBLE COLLEGE & SEMINARY

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

INTRODUCTION

Since 2006, West Coast Bible College & Seminary (WCBCS) has been providing 100% online college training for men and women around the world. Initially, the thought of accreditation seemed unnecessary for the mission to “create disciples of Christ without creating disciples of debt.” In reality, if there is anything the past 10 years has taught us is that accreditation is not only necessary for us, it is the next step of WCBCS being a disciple as an organization. The leaders of WCBCS feel they have a God-given mandate to be accountable to a higher standard than ever before, but there are many different ways this can be achieved.

However, on July 14, 2015, the Board of Directors of WCBCS commissioned President Harrison and Dr. Condly to explore opportunities for accreditation as the most obvious way to be held accountable. In doing so, numerous focus groups were conducted with WCBCS students who are a part of Master’s Commission International to determine how important accreditation was to them and their parents. In all, over 200 students in the WCBCS were polled about their thoughts and the results were nearly unanimous that WCBCS must apply for accreditation. (The 2% that did not feel accreditation was important were convinced they would only serve in church ministry and the current WCBCS degree offerings met their perceived needs)

In order to make application, President Harrison and Dr. Condly knew several factors must be considered: 1) Which accrediting agency best fits the mission and values of WCBS? 2) Will this negatively impact the finances of our students, and thereby take WCBCS away from its mission? 3) Do we have adequate financial and people resources that would even make this dream feasible?

All along the way, our students kept asking us to move forward, rather than just merely stay the course. As such, this plan represents a significant step forward in laying the foundation for growth at WCBCS.

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

INTRODUCTION , CONT.

This document begins with a statement of Our Current Reality, noting our strengths, weaknesses, opportunities, and threats that will be addressed in this strategic plan. Next, we will address our biblical foundations, mission statement, core values, institutional objectives, student core competencies and the WCBCS philosophy of education. These statements drive that can or will get accomplished through WCBCS. Then we will look at the WCBCS 20/20 Agenda that gives a target to aim at within a 5-year window which serves as the goals, and we will outline strategies that the board of directors, administration, and faculty have determined will help us to move forward to the future!

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

OUR CURRENT REALITY

As WCBCS considers the future, we cannot neglect our current reality because it offers us information for how we can improve. After conducting a S.W.O.T. Assessment with members of the board and administration, and considering student feedback, here are the following strengths, weaknesses, opportunities, and threats currently being faced by WCBCS.

STRENGTHS

- Flexibility of study times being 100% online
- Portability where students can study on computer, or even their cell phone
- Excellent customer service
- Highly qualified staff and professors
- Price point
- Relevance
- Questia offers an inexpensive full research library available for all students and can be synched between computers and phones for a seamless learning experience

Assessment: We believe the mission of WCBCS is what has opened the doors for us to see the growth we have experienced over the past 10 years. While these are strengths at this time, we realize we have a responsibility to keep improving in each one of these areas as accountable disciples of Christ. We will not rest on our past victories, but will continue to raise the bar of excellence as we move forward.

WEAKNESSES

- Not accredited
- Difficulty of transferring credits
- Only online so no physical contact
- Lack of financial aid

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

WEAKNESSES, CONT.

- Still building credibility being in existence for 10 years
- Past assessment of programs

Assessment: We understand that the lack of accreditation is a significant weakness, in spite of growth. We believe students need WCBCS to be accredited to ensure their degrees are on par with other institutions in the US and around the world. This has been a significant weakness as there have been only a handful of schools thus far that have accepted our classes or degrees for our students to transfer. Additionally, the online community must be strengthened to give students a more relational experience throughout their education, as well as helping them to build a network of friends for future interactions beyond WCBCS.

OPPORTUNITIES

- When programs are in Spanish and Portuguese by 2020, over 600 million new potential students, and more than additional 1 billion people when in Chinese in 2025
- Unlimited mission invites
- Global student campus
- Serve students who can't afford a college education
- Serve those who cannot move to attend an online program
- Families feeling the financial crunch who are looking for less expensive college opportunities for their children
- Church members that may already have a degree, but would like more training for service in the local church body and beyond
- A great number of global invitations for teaching seminars

Assessment: The opportunities for growth are extensive, especially with WCBCS being accessible online for students all over the world. WCBCS realizes that windows of opportunity are only opened for a short time and they must be taken advantage of as soon as possible. Identifying target markets and finding ways of connecting within to grow the student population and, in turn, growing the Kingdom of God.

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

THREATS

- Failure to achieve accreditation can hinder growth projections
- Lack of finances
- May grow too fast
- Technology meets up with student demands
- Lack of awareness of WCBCS

Assessment: WCBCS does not, nor should we, see others Christian colleges and schools as a threat. We rejoice when they grow and mourn when they are struggling. We view ourselves as partners in the greater picture of accomplishing the goals of the Kingdom of God! First off, we recognize we need accreditation in order to grow as projected. The thought process behind this, however, is the expansion of the Kingdom of God and more changed lives for God's glory! Therefore, we will do what we can to make this a reality! As with any Christian ministry, the number one challenge facing WCBCS is finances. While the past years have been blessed, there is no assurance of future income. Therefore, we are good stewards of what God has currently entrusted us with so we can be better prepared in tougher times. Finally, if we grow according to our projections we realize there may be some potential pitfalls with the grow. As such, we must position ourselves to be prepared for growth and ready to train new people coming onboard.

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

BIBLICAL FOUNDATIONS

WCBCS believes its biblical foundations will help us navigate through difficult times in the future where God's Truth is being replaced by man's truth. As such, WCBCS views its biblical foundations as essential to the survival of our mission.

Here's what we believe and know that WILL NOT change:

THE BIBLE. WCBCS believes the Word of God is 100% Divinely Inspired and holds to the total authority of Scripture for effectively living the Christian life. Furthermore, we believe the Word of God is free from error in dealing with any subject matter, including scientific, historical, moral, and theological.

THE TRINITY. WCBCS believes in the triune, Godhead—one eternal, transcendent, omnipotent, personal God existing in three persons: Father, Son, and Holy Spirit. 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. Jesus, The Son, is 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.

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. WCBCS believes in the full historicity and accepts the clear explanation of the biblical record of primeval history. This belief includes the literal existence of Adam and Eve as the progenitors of all people, the literal fall of man into sin and resulting divine curse on the creation, the worldwide cataclysmic deluge, and the origin of nations and languages at the tower of Babel.

REDEMPTION. WCBCS believes in 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.

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

BIBLICAL FOUNDATIONS, CONT.

SALVATION. WCBCS believes that personal salvation from the eternal penalty of sin is provided solely by the grace of God on the basis of the atoning death and resurrection of Christ. One may only receive Salvation through personal faith in the person and work of Jesus Christ.

LAST THINGS. WCBCS believes in 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. WCBCS believes the world was created in a literal six days of the Creation week.

SATAN. WCBCS believes in the existence of a personal, malicious being called Satan. He acts as the 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.

THE ORDINANCES OF THE CHURCH. WCBCS believes in and practices baptism by immersion as an outward expression of the inward decision to place one's faith in Jesus Christ, as well as taking communion to remember the sacrifice and suffering of Jesus on the cross.

PERSONAL DEVOTION. WCBCS believes Christians should develop in their faith and be committed to a life of personal devotion to God. Commitment is expressed through corporate and private worship, participation in small group Bible study, meaningful service in a ministry, giving financially in a God-honoring way, and intentionally introducing others to a personal relationship with Christ.

LEADERSHIP. WCBCS believes in a divinely called and Scripturally ordained leadership ministry to serve the Church.

Assessment: We know these principles are Truth because they are contained in the Word of God. We will stand strong in our belief that God's Word is the starting point of knowledge and direction.

WCBCS STRATEGIC PLAN

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MISSION STATEMENT

WCBCS understands that everything in life flows out of mission and ultimately expresses what we think or believe about God. As such, we will remain true to the mission to which we have been called.

"Creating disciples of Christ without creating disciples of debt"

The mission of West Coast Bible College & Seminary is to honor God by educating and ministering to a diverse community of students for the purpose of developing servant-leaders who will radically impact the world where they live with the Gospel of Jesus Christ. We accomplish this through biblically based programs and services that have an appreciation of past traditions, but that utilize cutting-edge technology and the latest resources to equip our students for the future.

Assessment: We firmly believe that Matthew 6:33 that if we seek God's will and His Kingdom first, He will take care of the details of life. So we must work like everything depends on us, but pray knowing that everything depends on Him! The mission will guide every step of the plan.

WCBCS STRATEGIC PLAN

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CORE VALUES

WCBCS is a non-denominational seminary that exists to provide high-quality ministry training at the lowest cost possible to ensure that finances will not be a hindrance to the global training of leaders and the spread of the gospel of Jesus Christ.

- 1) Christ-Centered – Our reason for existence centers around the person of Jesus Christ and therefore all of our programs, professors, and instruction will reflect this core value.
- 2) People-Focused – We know that all people matter to Jesus and they matter to us, as well. Therefore, we will do everything in our power to ensure that all people are treated equally, fairly, and with respect because they are made in God’s image and likeness (Genesis 1:27).
- 3) Uncompromisingly Bible-based – We neither neglect, compromise, nor apologize for teaching the Word of God in every class.
- 4) Educationally Relevant – We are committed to using the latest resources and delivery methods for our students to experience a culturally relevant education that will enable them to be effective wherever they live.
- 5) Spirit-led – We believe the Holy Spirit leads all believers into fellowship with Jesus Christ and will direct the steps of those whose hearts are set on Him. We are committed to listening to the voice of the Holy Spirit in all facets of the educational process. \
- 6) Missions-oriented – We are committed to pouring 10% of all finances that come into West Coast Bible College & Seminary back into missions to build churches and to provide practical needs for those in countries outside of the U.S. who are working in partnership with WCBCS.
- 7) Theologically sound – We are committed to theologically sound education that is based upon the Word of God. While methods will certainly change throughout the ages, the principles of God’s Word are a firm foundation that must be properly discerned and taught so that our students will have a strong base of learning for life and ministry.
- 8) Great Commission driven – The entire reason for our existence is the Great Commission; to go into the world and preach the Gospel to everyone. Our ultimate goal is to build the Kingdom of God, and not an empire for ourselves!

WCBCS STRATEGIC PLAN

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CORE VALUES

Assessment: Our core values are those non-negotiables that makes us who we are and are the building blocks of our programs. If what we are considering to do does not line up with these core values, we will not do it! The core values serve as a guiding light to bring us and keep us where God has called us to serve him.

WCBCS INSTITUTIONAL LEARNING OBJECTIVES

- **Uncompromisingly biblical** in its approach to every subject
- **Unmistakably driven** by the Great Commission to create disciples of Christ
- **Unambiguously adhering** to the traditional Christian understanding of history
- **Unencumbered academically** to explore various denominational beliefs
- **Undeniably relevant** in both subject matter and in use of technology
- **Unabashedly practical** in course content and application
- **Unashamedly devoted** to the development of Christ-like character in students
- **Unswervingly committed** to best academic and business practices

Assessment: The Institutional Learning Objectives help WCBCS with the design of every course and program as we start with the end in mind and work our way backward. When students walk away from WCBCS, we want this engrained into their DNA as a minister.

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

STUDENT CORE COMPETENCIES

WCBCS is committed to educating and training students for the globalization of the Gospel. Students who graduate from the programs at WCBCS will be:

- **Exegetically competent** to comprehend and communicate the Word of God in any setting
- **Theologically competent** to understand and uphold the Truth of God's Word to any person or audience
- **Pastorally competent** to lead and equip individuals and teams to accomplish the Great Commission, whether vocationally or voluntarily
- **Academically competent** to know how to research any topic and possess the critical thinking skills required to reason through problems with the assistance of the Holy Spirit
- **Personally competent** to study God's Word from a devotional perspective to develop Christ-like character as a disciple of Jesus Christ
- **Communicatively competent** to share their personal faith, whether orally or written, for the growth of the Kingdom of God

Assessment: If we meet these objectives, then we have been faithful to do what God has called us to do. Our goal is to grow men and women of God, not merely to educate them!

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PHILOSOPHY OF EDUCATION

WCBCS is an online Bible college that is wholly committed to educating and training men and women to serve in ministry, whether vocationally or voluntarily. As a Bible college, the heart of the teaching will center on the infallible and inerrant Word of God and its' relevance to all areas of life. However, we also understand there are numerous practical issues in education that must be addressed. As such, this is the WCBCS philosophy of education statement:

1. Education is focused on truth, and God is the ultimate source of Truth. He reveals Himself to us in nature; in His Son; and in the Bible, the only inerrant, authoritative, and sufficient rule for faith and practice (Psalm 8:2-4; Hebrews 1:1-3; II Timothy 3:16, 17).
2. The Lordship of Christ and the sovereignty of God are all-inclusive; therefore, all areas of life and learning are regarded as sacred (Romans 11:36).
3. Christian education is the result of all knowledge being tested against, and integrated with, a biblically based view of God and the world (Colossians 1:16, 17; John 1:3).
4. The Christian teacher/professor, empowered by the Holy Spirit, guides and nurtures students through instruction, admonition and personal example. The Christian teacher/professor seeks to encourage the spiritual development of students since this is the foundation for their academic, social and personal growth (Colossians 1:28; Proverbs 1:7).
5. Christian education occurs as the Holy Spirit works effectively in the hearts and minds of the students. Through general revelation students learn of God and His world (Acts 14:17; Romans 1:18-20). Special revelation and regeneration are regarded as essential components of Christian education because a personal relationship with Jesus Christ provides students with the ability to view life from a Biblical perspective (1 Corinthians 2:14).
6. God has created all students with unique talents as well as particular developmental growth patterns. Therefore, the learning process is enhanced as teachers develop teaching strategies and environments to help students grow (Psalm 139:13-15; Romans 12:4-8).

WCBCS STRATEGIC PLAN

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PHILOSOPHY OF EDUCATION, CONT.

7. Service to others inside and outside the online classroom environment contributes to the development of each student's talents and abilities (1 Corinthians 12).
8. Excellence in the quality of education offered to students brings glory to God and provides a compelling witness to our neighbors (Philippians 1:9-11).
9. The goal of Christian education is to develop students who will serve God and impact their community and the world by thinking and acting biblically in all areas of life (Romans 12:2).
10. An online educational community allows for the training of anyone, anywhere, at any time and offers a relevant, contemporary means of fulfilling The Great Commission to “go and make disciples” (Matthew 28:18-20, Mark 16:15).

Assessment: The reason why we have taken the time to share this information is simple: This foundational to who we are and so it will affect where we go.

WCBCS STRATEGIC PLAN

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20/20 AGENDA

The 20/20 Agenda is a plan of WCBCS that is made up of 7 goals for which WCBCS plans to accomplish by the end of the year 2020:

- 1) See, at least, 5,000 students enrolled in ministry degree programs by 2020
- 2) Develop student-friendly admissions, academic support, student life, and programs that encourage learning and train people who have given up on education
- 3) Make our programs accessible to English-speaking users globally, with a goal of translating the programs into Spanish and Portuguese by 2020
- 4) Have every assignment of every program to be offered on a cell phone for those who have no other access to the Internet
- 5) Transform online communities through Christ-centered education that starts Christ-honoring discussions
- 6) Equipping students in, at least, 50 countries as ministers of the Gospel of Jesus Christ
- 7) Fill the Internet with positive content about Christ, modeling Christian living in every interaction

WCBCS STRATEGIC PLAN

DIRECTION FOR GROWTH

20/20 AGENDA: Goal #1

See, at least, 5,000 students enrolled in ministry degree programs by 2020

Strategies for reaching this goal:

- 1) Close the back door from current students enrolled by sending out monthly personal emails to each current student starting in September 2016 and eliciting feedback from students about what we can do better
- 2) Increased visible social media presence, including Google ads, to target 1,000,000 people per year starting in 2016
- 3) Increase alumni connections by monthly contacting every former student personally on a monthly basis by 2017
- 4) Create a YouTube video series about WCBCS by 2017 with 48 annual video installments
- 5) Redesign WCBCS app to include valuable information with a goal of 50,000 users by 2020

20/20 AGENDA: Goal #2

Develop student-friendly admissions, academic support, student life, and programs that encourage learning and train people who have given up on education.

Strategies for reaching this goal:

- 1) Have a various customer service personnel covering office times for 6 days per week at 12 hours per day to give accessibility to those who work during the week
- 2) Increase online campus community through video chats and chat rooms that will take place Monday-Friday being open, at least, 5 hours per week starting in 2016 and increasing by 5 hours per week each year
- 3) Weekly chat rooms with every professor and administrator for the students starting in 2016
- 4) Completely revising the new student orientation to include numerous shorter videos instead of one longer video by June 2016
- 5) Make the student portal simpler and provide better training initially for students by June 2016

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20/20 AGENDA: Goal #3

Make our programs accessible to English-speaking users globally, with a goal of translating the programs into Spanish and Portuguese by 2020

Strategies for reaching this goal:

- 1) Find qualified translators who are native Spanish and Portuguese speakers to help turn the current written program content into their given language no later than June 2017
- 2) Find qualified translators who can translate the videos into the various languages or find qualified professors who are native speakers no later than June 2017
- 3) Find a qualified website designer in each language no later than June 2017
- 4) Develop 25 strategic partnerships with educational leaders in the churches and governmental ranks of the various countries being targeted to determine need for permission
- 5) Find primary means of advertising via social media channels to mitigate costs to reach no less than 10,000,000 people in Spanish and Portuguese speaking countries by 2018

20/20 AGENDA: Goal #4

Have every assignment of every program to be offered on a cell phone for those who have no other access to the Internet

Strategies for reaching this goal:

- 1) Get access to textbooks that can completely be accessed via an app or website by June 2016
- 2) Integrate WCBCS student portal into the WCBCS app for ease of access by 2017
- 3) Get a streaming video service that allows for minimal data usage for those on restrictive plans by 2017
- 4) Test and develop tests specifically for the cell phone through sources such as ProProfs by June 2016
- 5) Develop a student community via Google's free apps to keep global students connected by June 2017

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20/20 AGENDA: Goal #5

Transform online communities through Christ-centered education that starts Christ-honoring discussions

Strategies for reaching this goal:

- 1) Require students to post content from each class in 5 different social media forums starting in June 2016
- 2) Require students to develop high-quality video and audio recordings to post on YouTube, Vimeo, and new sites as they are developed starting in January 2017
- 3) Require students to post simple, non-religious sounding testimonies to encourage others and start conversations starting in January 2017
- 4) Have weekly Facebook and Twitter contests that ask people to share various dreams or miracles God has done for them; give away scholarships for winners starting in 2017
- 5) Have quarterly contests for the best original Christian song posted on Youtube and give away scholarships to the winners by January 2017

20/20 AGENDA: Goal #6

Equipping students in, at least, 50 countries as ministers of the Gospel of Jesus Christ

Strategies for reaching this goal:

- 1) Develop new relationships with 20 mission sending organizations to train their volunteers
- 2) Set up 12 annual mission trips from students of WCBCS to serve in different parts of the world
- 3) Have our professors participate in 12 annual seminars and conferences in the US and around the world to train local leaders
- 4) Further using targeted social media in 100 countries to reach potential students
- 5) Have 48 weekly video teaching sessions throughout the year where WCBCS professors teach from their home computer pastors and leaders around the world

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20/20 AGENDA: Goal #7

Fill the Internet with positive content about Christ, modeling Christian living in every interaction

Strategies for reaching this goal:

- 1) Create a YouTube video series surrounding practical biblical application to life and post 48 videos annual starting in 2018
- 2) Develop audio and video daily devotionals for targeted age groups including the family, singles, married couples, children and teens starting in 2018
- 3) Offer free online classes in a FREE modified online classroom setting that is based around character and taught by WCBCS professors and staff starting in 2019
- 4) Create an online church campus by 2020 to assist the local church body in connecting people looking for a church to local church families
- 5) Develop an online app support network for those who are encountering addictions, grief or trauma by 2020 with WCBCS professors hosting a weekly support group online

2016-2020

The WCBCS Assessment Plan

*Following 10 years of providing 100%
online education, WCBCS is looking ahead
at what God will do in the next 5 years*

by President Kevin Harrison and Dr. Condly | with Carl Dorvil

WCBCS ASSESSMENT PLAN

MEASURING WHERE WE'VE BEEN

ASSESSMENT IS THE ONGOING PROCESS OF:

- Establishing clear, measurable, expected outcomes of student learning
 - Ensuring that students have sufficient opportunities to achieve those outcomes
 - Systematically gathering, analyzing, and interpreting evidence to determine how well student learning matches expectations
 - Using the resulting information to understand and improve student learning
- (Suskie, 2009)

ASSESSMENT IS VITAL TO THE LONG-TERM MISSION OF WCBCS. We understand that students and parents put their confidence in us that their child's education will be the best it possibly can. Therefore, as good stewards of these students, we have implemented an assessment process that represents best practices in education. The process is as follows:

1) FOCUSED UNIT AUDITS

To ensure continued improvement and enhancements to all functional areas of WCBCS -- including academic divisions -- each unit will be qualitatively assessed on a five-year rotation. Each area will begin with a self-assessment directed by a Focused Audit Template that will direct each unit to evaluate a variety of operational areas

Year	Unit	Responsibility
1	Ministry Programs	Academic Dean
2	Christian Distinctive	President
2	Students & Students Services	VP of Students
2	Technology	Director of Information Technology
3	Marketing & Recruitment	Registrar & Students Development
3	Staff & Administration	Admission Director

Year	Unit	Responsibility
3	Faculty	Academic Dean
3	Public Relations	President
4	Finances	Board Member
5	Governing Board of Directors	Board Member
5	Online & Regional Location	Admission Director

WCBCS ASSESSMENT PLAN

MEASURING WHERE WE'VE BEEN

2) ANNUAL QUALITY ENHANCEMENT AGENDAS

This brief report will note the two or three most important areas of improvement the unit will be addressing during the next twelve to eighteen months. One way of looking at these is to ask the question, "In addition to my regular objectives, what are the most pressing needs I plan to address in the next twelve to eighteen months?" By answering this question, reflecting upon assessment data including the current compliance document, and outlining actions planned to address the issues raised, each unit will develop a road map of planned improvements toward which to direct energy and resources are the most pressing needs I plan to address in the next twelve to eighteen months?" By answering this question, reflecting upon assessment data including the current compliance document, and outlining actions planned to address the issues raised, each unit will develop a road map of planned improvements toward which to direct energy and resources.

3) UNITS' OPPORTUNITY REPORTS

The Opportunity Reports will work in conjunction with the Quality Enhancement Agendas to document opportunities and challenges that may have arisen during the previous planning cycle. Quality Enhancement Agendas will address planned events, while Opportunity Reports will discuss new opportunities. These are often issues that arise quickly and must be addressed forcefully. Thus, while planned improvements on a Quality Enhancement Agenda may address a unit's growth and enhancement, if a new opportunity presents a new or more effective way of addressing a unit's function, the unit may make a positive report on its Opportunity Report. While many opportunities are wholly positive, others may well fall into the category of threat or challenge. Notations of such a nature will nevertheless be useful to the Administrative Council in future planning sessions.

WCBCS ASSESSMENT PLAN

MEASURING WHERE WE'VE BEEN

4) THE RESOLUTION TEAM ACTIVITIES AND REPORTS

Resolution Teams are short-action teams established when an issue arises that crosses the areas of administrative responsibility of the deans or other senior executives. When such an issue is recognized, the President appoints appropriate personnel to a Resolution Team and charges that team with the expeditious resolution to the problem. The appointed Team meets and develops various solutions which honor WCBCS's vision and mission, adhere to recognized good management practices and meets the administrative needs of the areas affected. When such a resolution is developed, it is presented to the Executive Council as a whole before implementation. Many Universities have found this approach to be an efficient way of addressing areas of concern rapidly and with appropriate input from a variety of administrative units.

5) ANNUAL PERFORMANCE REVIEWS

To ensure that the maintenance objectives of each unit's everyday operations are being met, Annual Performance Reviews of each full-time and part-time salaried staff member will be conducted. Unit operations and efficiency, customer service, quality and mission focus will be addressed for each such staff member. The unit's annual Quality Enhancement agenda and opportunity reports will also be reviewed at this time. Among the items comprising faculty evaluations are course evaluations and other mechanisms fully described in the Faculty Handbook.

6) BUDGETING PROCESS AND EVALUATION

The budget cycle will continue on its regular schedule, as described in this handbook, with budget elements linked to Annual Quality Enhancement Agendas and Opportunity Reports as well as the one-year plan in the Planning Document.

WCBCS ASSESSMENT PLAN

MEASURING WHERE WE'VE BEEN

7) QUALITY ASSURANCE SURVEYS

An important component of the planning process of WCBCS is the gathering of timely and meaningful data to support decision-making across all operational units. To this end, a pervasive system of surveys will be instituted. Survey questions are developed and survey distribution channels are constructed to ensure a broad response from all elements of the campus and especially, the student body. Survey questions are devised with input from unit heads, with special attention given to the areas undergoing Focused Unit Reviews.

WCBCS Board Meeting Notes

Tuesday, July 14, 2015
Derrek Sullivan, Secretary

Administration Members Present:

President Harrison
Robert Condly – via Skype
Becky Harrison

Board Members Present:

Carl Dorvil
Ramiro Pena
David Fuller
Lloyd Zeigler
Everette Posey
Derrek Sullivan

1) The meeting opened at 6:30pm with President Harrison thanking everyone for agreeing to serve as a part of the Board of Directors. He explained that this was a new day for WCBCS as he was transitioning to full-time service and was excited about the potential for WCBCS moving forward, especially regarding possible accreditation with TRACS, the Transnational Association of Colleges and Schools. He highlighted the fact that there are many things to get in order before we can get to this stage. The board authorized President Harrison and Dr. Condly to follow up on what is needed to be done and to set meetings as they deemed necessary.

2) Carl Dorvil, the chairman of the board, addressed the board regarding the strategic opportunity in front of WCBCS. He conveyed a vision that WCBCS can become one of the greatest ministry training schools in history due to being 100%, the price point, and the heart behind why things are being done. Ramiro Pena echoed those sentiments and made a motioned that the board authorize President Harrison and Dr. Condly to pursue accreditation full force, including the creation of the necessary documents to satisfy TRACS requirements. Derrek Sullivan seconded the motion and after no further discussion it was unanimously approved.

It was further agreed by all parties that the documents would be created and distributed to the board, at least, two weeks prior to the next meeting scheduled for October 8, 2015.

3) Everette Posey made a motion to give President Harrison a \$27,000 loan to pay for the rent on a home in Celina, TX as he makes the transition to full-time service for the school. \$21,000 of the loan will to be repaid and the other \$6,000 will be designated as housing allowance. Lloyd Zeigler seconded the motion. There was no further discussion, so the matter was voted upon and approved unanimously.

4) Lloyd Zeigler, the founder of Master's Commission International (MCIN), spoke to the importance of the relationship between WCBCS and MCIN, noting how WCBCS had made an impact on the enrollment numbers of MCIN. He shared the story behind President Harrison and him meeting for the first time and how God used that to forge a life-long friendship. He further informed the board he was coming to pastor at VLC-Waco, following President Harrison. He went on to cast vision for how the two can further partner to impact the Kingdom, not only in the US, but also in opening Master's Commission's around the world. Derrek Sullivan, the President of MCIN, further discussed additional avenues for partnership at conferences, churches, and schools. He informed the board regarding the past MCIN and WCBCS agreements and sought clarification about future agreements.

5) Dr. Robert Condly took the occasion to speak to his relationship with President Harrison and how God brought them together. He cast vision to the board about how he believes that God is going to bless WCBCS with creativity and vision to do things that other schools are not currently doing. He stressed the importance of not merely being reactionary in the educational process, but being revolutionary.

6) Becky Harrison shared about Enrollment services and student satisfaction. She told the history of how the processes had changed and the many improvements that have been made, and that still need to be made.

After further discussion regarding the direction of the school facilitated by Carl Dorvil, Everette Posey made a motion to adjourn the meeting at 9:15pm. Ramiro Pena seconded the motion. The motion was unanimously carried and the meeting was officially closed.

These notes submitted by:

Derrek Sullivan

7/15/15

WCBCS Board Meeting Notes

Thursday, October 8, 2015

Derrek Sullivan, Secretary

Administration Members Present:

President Harrison

Robert Condly – via Skype

Becky Harrison

Antonio Oliveira

Board Members Present:

Carl Dorvil

Ramiro Pena

David Fuller

Lloyd Zeigler

Everette Posey

Derrek Sullivan

1) The meeting opened at 6:00pm with President Harrison bringing everyone up-to-speed with Dr. Condly and his meeting with TRACS at the end of September. Both were very encouraged after having met with TRACS officials, in particular our TRACS liaison, Dr. Tanmay Pramanik. The board was made aware of two new hires that would be necessitated, a full-time Ministry Program Director and a part-time Director of Library Services. Carl Dorvil asked if President Harrison had any thoughts on hires and he presented two names for consideration: A) Dr. Yvette Garcia for the Ministry Program Director. Dr. Garcia's educational credentials were read and everyone was in full agreement she was qualified. B) Michelle Moreland's name was presented for the Director of Library Services. It was agreed that her personal experience and educational background made her an excellent choice for consideration. Everette Posey made a motion to extend the offers to both ladies at a pay scale of \$500 per week for Dr. Garcia and \$100 for Ms. Moreland. Derrek Sullivan seconded the motion and after no further discussion, President Harrison was unanimously authorized to pursue these two hires to comply with TRACS standards.

2) Carl Dorvil addressed the issue of bringing all current, qualified professors on a part-time contract starting in February, 2016. He shared how he felt this is a show of good faith to the professors who have faithfully worked with WCBCS from the beginning and it would also satisfy important legal and ethical requirements. Lloyd Zeigler expressed concern over the added payload, but agreed it was an important step to take in the process of moving WCBCS forward. Ramiro Pena made a motion to bring on all qualified professors at a pay rate of \$100 per week initially, requiring the professors to spend 2 hours of interaction with the students and to prepare the classes with the help of WCBCS Academic Dean, Dr. Condly. David Fuller seconded the motion and spoke to the issue of this being a "faith walk" for WCBCS and that "God always responds to faith!" The board and administration on hand agreed. The vote was taken and

unanimously approved. President Harrison was authorized to be the agent of the board to extend these contracts with professors that fulfilled the necessary academic requirements of TRACS.

3) Carl Dorvil next presented the board manual, faculty manual, student manual, student catalog, and policies manual for consideration. After polling the board, everyone had noted they had seen the first-draft copies. David Fuller noted several minor errors throughout the manuals and called for three proofreaders to go back over the documents to fix the mistakes. President Harrison acknowledged how quickly all of these resources were brought together and said he “expected there would be several mistakes.” Ramiro Pena suggested the board address the substance of the manuals, as opposed to the minor grammatical and spacing errors and the members of the board agreed.

a) Board Manual – The policies of the board manual were discussed and it was acknowledged that some of the policies appeared to be a little “big” for where WCBCS is as a school, but President Harrison shared that it was important to set the stage for the future. After reviewing the policies, Derrek Sullivan made a motion to accept the policies, while commissioning changes to be made over the next few months being submitting them to TRACS. Lloyd Zeigler seconded the motion and after no further discussion the Board Manual was unanimously approved with the proposed caveat.

b) Faculty Manual – Everette Posey spoke to how the faculty manual is one again that prepares WCBCS for the future. Ramiro Pena shared how the policies were consistent with similar policies from his 9 years of serving on the Baylor University Board of Regents and made a motion to accept the faculty as presented, noting grammatical and spacing errors that needed to be fixed. David Fuller seconded the motion and after no further discussion the Board Manual was unanimously approved with the proposed changes.

SPECIAL NOTE: The board agreed at this point that all of the manuals had mistakes that needed to be corrected and there was no need to enter this further into the record. President Harrison and Dr. Condly were commissioned to make sure to oversee the necessary changes. The board would not need to further see the revised copies.

c) Student Manual – David Fuller spoke to the policies of the student manual and expressed some concerns of whether some may feel some of the requirements may appear legalistic. However, he concluded that he understands the need to “spell things out” for the students so there are no miscommunications regarding expectations. Lloyd Zeigler shared how students need boundaries and this should be viewed in a positive light rather than a negative one. Carl Dorvil agreed and spoke about the importance of setting high standards for the students. Everette Posey made a motion to accept the student manual and Ramiro Pena seconded it. After no further discussion the board unanimously approved the student manual.

d) Student Catalog – Carl Dorvil asked President Harrison to update the board on why the degree offerings were being changed and he explained the TRACS requirements and how he and Dr. Condly felt this was the best option for WCBCS moving forward. Dr. Condly shared

how he believed this would make WCBCS even more efficient by reducing the number of programs, but focusing our energy where we are being most successful currently. Carl Dorvil agreed and asked the board to help us focus on the WCBCS niche. David Fuller made a motion to accept the student catalog with the degree plan changes and Derrek Sullivan seconded the motion. After no further discussion, the Student Catalog was unanimously approved.

e) Policies Manual – Carl Dorvil shared with the board that the Policies Manual was nothing more than the compilation of the policies that have already been enforced, but now are located in one manual. Everette Posey motioned to accept the Policies Manual as presented and Ramiro Pena seconded the motion. After no further discussion, the Policies Manual was unanimously approved.

Antonio Oliveira spoke for 10 minutes on his heart to see God use WCBCS to reach the nations. As the President of Casa do Oleiro Ministries for many years, he has been around the world and seen what God has done in the lives of people. The one failure of the Church and its people, he believes, is that the educational component has often gotten overlooked. He spoke a blessing over WCBCS and encouraged President Harrison to keep following the vision God has put in his heart for the future.

Carl Dorvil instructed President Harrison and Dr. Condly to proceed with accreditation, but suggested they consider holding off application until after the first of the year so that a two-year audit could first be completed. He believed that the finances from 2015 could prove to serve as a boost in the accreditation process. However, he told President Harrison to follow the course he believed would be best for WCBCS and the rest of the board agreed.

All parties agreed that a meeting on January 14, 2016 should be set to review audit and 5 year-business plan.

After further discussion regarding the direction of the school facilitated by Carl Dorvil, Everette Posey made a motion to adjourn the meeting at 10:23pm. Ramiro Pena seconded the motion. The motion was unanimously carried and the meeting was officially closed.

These notes submitted by:
Derrek Sullivan
October 9, 2015 via email

WCBCS Board Meeting Notes

Thursday, January 14, 2016

Derrek Sullivan, Secretary

Administration Members Present:

President Harrison

Robert Condly – via Skype

Board Members Present:

Carl Dorvil

Ramiro Pena

David Fuller – Via Skype

Lloyd Zeigler

Everette Posey

Derrek Sullivan – Via Skype

1) The meeting opened at 7:00pm with President Harrison updating the board regarding where WCBCS stands in the accreditation process. He shared that he believed the electronic versions of the application would be available for TRACS by the end of January. The board expressed excitement over the potential and President Harrison agreed to continue “plowing through” the remaining IER’s.

2) Chairman of the Board, Carl Dorvil, presented the 2014-2015 financial audits for WCBCS. He addressed the board of to explain some of the big-ticket items regarding the budget:

a) Rent - The \$80, 612 does not paint an accurate picture of the rental expenditures for 2015. There are two mitigating factors which impact the expense and income portions of the budget.

a) WCBCS purchased a house for \$19,002 early in the year, renovated it for approximately \$11,000 more, and turned around and sold it for an \$8,000 profit. The approximately \$30,000 that was spent, plus the \$8,000 in additional revenue were labeled as income.

b) The board authorized President Harrison permission to take a temporary loan to pay for one year's rent on a home in Celina, TX after he had agreed to go full-time with WCBCS and is home was in escrow. The total amount of the loan was \$27,000 and was classified as Rent. However, President Harrison paid back \$21,000 of the loan and took the other portion as housing for 2015. Both income numbers are noted as income under SALES.

b) Advertising - The \$68,841 includes an agreement with Masters Commission International (MCIN) that was forged in 2009 to pay MCIN a certain percentage for all of the students from their various programs around the world who enroll at WCBCS while attending MCIN. In 2015, this amount was approximately \$25,000. WCBCS feels this is a very strategic investment that has paid the biggest dividends in advertising throughout our history.

This addendum is to explain some of the big-ticket items regarding the budget:

c) South Africa Accreditation - In 2011, WCBCS made application with the Council for Higher Education (CHE) and the Health and with the Health and Welfare Education and Training Authority (HWSETA) in 2012 in South Africa. The \$48,509 noted as South Africa Accreditation fees includes accreditation fees, travels for accreditation meetings, and salary for the WCBCS African president. President Harrison and Dr. Condly plan on returning to South Africa in March 2016 for additional meetings with CHE and HWSEAT officials and have paid the 2016 accrediting fees.

d) Promotional - The \$36,000 Promotional reflects the WCBCS involvement at The Gathering Waco in March 2015 at Baylor University's McLane Stadium. President Harrison was the administrator of the event that saw 35,000 people attend a service with thousands responding to the altar call. Israel Houghton was the worship leader and Dr. Tony Evans was the speaker.

Everette Posey motioned to accept the audit as presented and David Fuller seconded the motion. After some brief discussion, the motion to accept the 2014-2015 audits was unanimously approved.

3) Carl Dorvil shared that he had been working with President Harrison to formulate the WCBCS Business plan and presented it to the board. David Fuller and Everette Posey both stressed the importance of this document in helping us move forward. They agreed that although much of financial projections are dependent upon a number of factors, they are realistic and consistent with the vision God has given President Harrison. Lloyd Zeigler moved to accept the business plan as presented and Ramiro Pena touted the plan as being a major step forward in seconding the motion. After no further discussion, the Business Plan was unanimously approved.

4) Carl Dorvil presented the WCBCS Strategic Plan that had been previously distributed via email two weeks prior. Everette Posey pointed out that the 5-year strategic plan provides a blueprint for the work getting done and that the 10 goals proposed are attainable. However, he also noted, the board is as responsible for making sure this happens as is President Harrison and Dr. Condly. He, therefore, encouraged the board to be a tremendous resource along the way and “watch what God will do.” David Fuller motioned to accept the plan as presented and Lloyd Zeigler excitedly seconded the motion, stating this is “just the tip of the iceberg.” After no further discussion, the board unanimously approved the WCBCS Strategic Plan.

5) Carl Dorvil made his final presentation of the night, the WCBCS Assessment Plan that had also been previously distributed via email two weeks prior. He shared how this document is extremely important in Higher Education, as assessment what helps the educational system to improve. This plan, completed with the assistance of President Harrison and Dr. Condly, represents WCBCS’ first significant attempt to attain meaningful qualitative and quantitative data from our students regarding all processes and programs at WCBCS. After some discussion, Ramiro Pena motioned to accept the plan as presented and Everette Posey seconded the

motion. Seeing there was no further discussion, the board unanimously approved the WCBCS Assessment Plan, acknowledging that TRACS may potentially seek additions to the plan.

After further discussion regarding the direction of the school facilitated by Carl Dorvil, David Fuller made a motion to adjourn the meeting at 9:12pm. Derrek Sullivan seconded the motion. The motion was unanimously carried and the meeting was officially closed.

These notes submitted by:

Derrek Sullivan

January 15, 2016 via email