

**STRATEGIC
PLAN**

2022-2027

**JACKSON
THEOLOGICAL
SEMINARY**



PRESIDENT AND CEO
REV. CECIL WILLIAMS JR.

CHAIRMAN OF THE BOARD OF TRUSTEES
BISHOP MICHAEL L. MITCHELL

PREPARED IN COLLABORATION WITH
THE STRATEGIC PLANNING COMMITTEE

Rev. Cecil L. Williams, Jr. President and CEO

Rev. Clarence Guy, Special Assistant to the President

Rev. Dr. Nathaniel Palmer, Chief Academic Officer and Dean of Student Affairs

Mrs. Shelia Washington, Chief Financial Officer

Mrs. Audra Hinton, Financial Aid Coordinator

Rev. Frost, Director of Admissions and Registrar

Rev. Dr. Daniel W. Johnson, Sr., Full-time Faculty, M. Div.

Rev. Charlene Boone, Full-time Faculty, BABS

Rev. Derick Easter, Pastor of New St. Hurricane Missionary Baptist Church, Pine Bluff, AR

Approved by the Board of Trustees on May 3, 2022

Contents

Introduction.....	5
Vision.....	6
Mission Statement.....	6
Institutional Objectives.....	6
Strategic Planning Process.....	7
Environmental Assessment.....	10
SWOT Analysis.....	10
PEST Analysis.....	12
Strategic Goals and Objectives.....	14
Strategic Goal 1.....	14
Objectives.....	15
Strategic Goal 2.....	15
Objectives.....	15
Strategic Goal 3.....	16
Objectives.....	16
Strategic Goal 4.....	16
Objective.....	17
Strategic Goal 5.....	17
Objectives.....	17
Tactical Plan (Implementation Plan).....	18
Strategic Goal 1.....	18
Strategic Goal 2.....	20
Strategic Goal 3.....	25
Strategic Goal 4.....	27

Strategic Goal.....	28
Completed items (annual status updates).....	31

INTRODUCTION

Jackson Theological Seminary (JTS) achieved its Candidate status in 2020 by the Transnational Association of Christian Schools (TRACS). With aspirations of becoming accredited and approved to operate Title IV funds, Jackson Theological Seminary hopes more candidates to join our institution will be made possible due to the additional financial support. This would make Jackson the only accredited seminary in the state of Arkansas. By offering a Bachelor of Arts completion program, and a Master of Divinity program, the service we provide gives immediate benefits to the community of prospective and current clergy. We will continue to request the support of the 12th Episcopal District of the African Methodist Episcopal Church as we build our donor base and create revenue-producing events, thereby augmenting the tuition and fees that support the institution's budget to advance its vision and mission. By 2027, JTS hopes to offer options for students to pursue their education in residence or in a hybrid online format, allowing students to study and share with us from across the planet. This will broaden the bandwidth of lifelong learners and scholars to contribute to the Jackson community's commitment to provide Christian ministries that serve, transform and liberate people from a biblical foundation. Our Community Outreach Programs will not only help those identified as oppressed or marginalized in the world but establish a public presence that shows the impact of a Jackson education and draw more students to our global academy.

In the Fall of 2025, Jackson's graduates from 2024 and beyond that have shown excellence in their academic work and practical ministry will comprise a Ministry Practicum Advisory Board (MPAB). The MPAB will give student seminars, faculty, administrators, and community partners meeting space that review the current curriculum about the real-time needs in various fields of Christian service. Furthermore, the contact with students will not be relegated to only graduates or denominational leaders. Still, ecumenical personalities to serve as guest speakers, seminar leaders, and destinations for internships that will aid students in their studies and ministry endeavors. To attract more qualified students and develop excellence in delivering education, we will conduct periodic but ongoing observations and assessments of the teaching experiences. Each instructor will have at least two teaching experiences recorded for professional development. An assessment tool will be used to report the instructor's use of our educational standards. Our student body, both now and in the future, will maintain and develop new levels of excellence through appropriate academic rigor and constantly fine-tuning the curriculum to meet their requirements for ministry and advance the Kingdom of God. Our work to strengthen our students' theological, spiritual, social, and moral resources through our gifted administrators, faculty, and staff will press Jackson closer "towards the mark of the high calling of God in Jesus Christ."

In the Spring of 2026, we will seek additional accreditation for our degree programs through the Association of Theological Schools (ATS) by the Fall of 2027 and explore a new Doctor of Ministry program. As a fully approved Title IV school with support from the aforementioned income streams, we can provide full scholarships for 20% of our student population who qualify academically and denominationally.

VISION

Jackson's aspirations over the next five years can be summarized in the following Vision Statement:

A global academy providing biblical foundations for Christian ministries that serve, transform and liberate communities.

To achieve the goals, objectives, strategies, actions, and necessary resources outlined in the Strategic Plan are perfectly aligned with the institution's vision. The pathway to becoming a global academy of this caliber will require a particular mission.

MISSION STATEMENT

Jackson Theological Seminary is an educational community preparing people for service to the local church and the broader community through transformative teaching and training. The faculty, administration, and staff are committed to preparing students for effective Christian leadership in pastoral and ministerial service.

INSTITUTIONAL OBJECTIVES

The Institutional Objectives of Jackson Theological Seminary are six-fold. They are the following:

1. The seminary shall prepare students for careers and service in Christian Ministry for the local church and global Christian ministry.
2. The seminary shall promote and prepare academic and theological excellence and scholarship through the teaching and training of students for the Bachelor of Arts in Biblical Studies and the Master of Divinity degree programs.
3. The seminary shall educate, encourage, and engage students from varied spiritual, ethnic, cultural, male/female, and students with physical handicaps to encourage diversity and inclusiveness at the seminary.

4. The seminary staff, faculty, and Board of Trustees shall encourage solicitation of grants, aid, federal funding, research procedures, and practices to establish and enhance funding and scholarship for deserving students.
5. The seminary shall promote and encourage the professional development of its faculty and staff to ensure relevant, realistic, and reliable instruction and training for all students.
6. The seminary shall sponsor a holistic, inclusive, involved teaching, training, and learning environment, where all are encouraged to participate, grow and develop in Christian faith and service.

STRATEGIC PLANNING PROCESS

The planning process at Jackson Theological Seminary is mission-driven and applies to all organizational functions and programs. The comprehensive nature of the planning and evaluation processes encompasses a wide variety of institutional participation. Furthermore, the process is data-driven, based on internal and external factors, and includes goals that include all aspects of the institution. Moreover, the Strategic Planning process ensures the plan's alignment with the College's human, physical, and fiscal resources. The Seminary's comprehensive strategic planning and evaluation process is depicted in Figure 1: Strategic Planning Process and further described and outlined below.

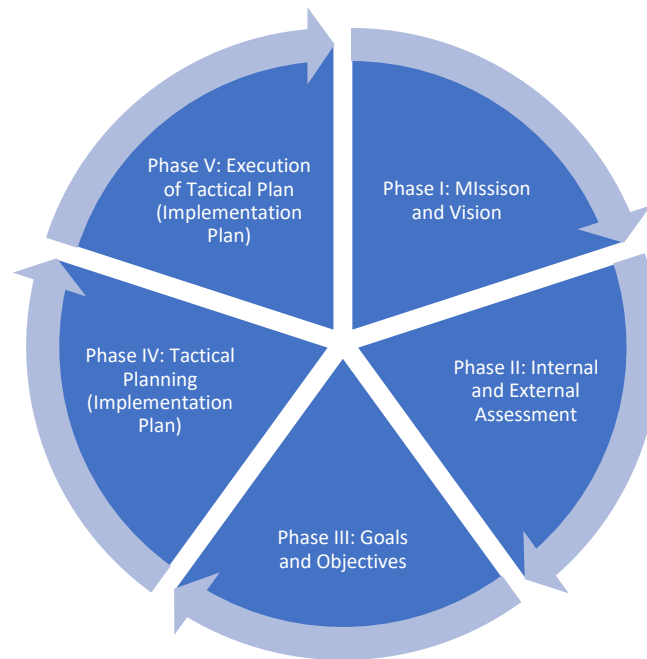


Figure 1 JTS Strategic Planning Process

***Strategic Planning Process
(October - April)***

Phase I: Mission and Vision

- a. Strategic Planning Committee collectively reviews the Vision and Mission of the Seminary to ensure its relevance.
- b. All discussions are recorded, and proposed changes are documented

Phase II: Internal and External Assessment and Evaluation

- a. Perform and/or update findings from the following analysis (SWOT Analysis / PEST Analysis)
- b. Review Internal Assessment and Evaluation Data

- Enrollment Trends
- Retention Rates
- Graduation and Placement Rates
- Fiscal soundness and stability
- Student Learning Attainment and GPAs
- Student Satisfaction Survey Results (all aspects of the Seminary)
- Facilities Survey Results
- Student Course Evaluation Results

NOTE: The information above will be discussed during the dissemination of the Institutional Assessment Report

Phase III: Strategic Goals and Objectives

- a. Review Current Strategic Goals and Objectives:
 - i. Record accomplishments and achievements
 - ii. Discuss relevancy of remaining goals and objectives
- b. Update existing goals/objectives that are aligned with the Vision and Mission of the Seminary, as necessary.
- c. Create new goals/objectives that are aligned with the Vision and Mission of the Seminary, as necessary.

Phase IV: Tactical Planning (Implementation Plan)

- a. Review current implementation plan.
 - iii. Record accomplishments and achievements
 - iv. Discuss relevancy of remaining tactics/strategies
- b. Update existing tactics/strategies, as needed.

- c. Create new tactics/strategies, as needed.
- d. Align human resources, timeline, and fiscal resources (budget).

Phase V: Execution of Tactical Plan (Implementation Plan)

- a. Complete assigned strategies.

ENVIRONMENTAL ASSESSMENT

SWOT Analysis

During the fall of 2020 and spring of 2021, a series of sessions with the Strategic Planning Committed was held to generate the SWOT analysis, which aimed to build the foundation on which the strategic plan's goals and objectives were crafted. Strengths and Weaknesses are described as internally focused, while Opportunities and Threats are externally focused, each is defined below:

- Strengths: Characteristics give it an advantage over other colleges.
- Weaknesses: Characteristics that place Jackson Theological Seminary at a disadvantage relative to other colleges.
- Opportunities: External elements that Jackson Theological Seminary could use to its advantage given its strengths.
- Threats: External elements that could impact Jackson Theological Seminary's success if not strategically managed.
- Members of the steering committee gathered information about the external landscape and internal landscape to complete an environmental scan.

The SWOT assessment identified common themes that undergird the institution's strategic priorities for the near course. A summary of the outcomes of the SWOT Analysis is illustrated below.

Strengths: Our current size allows us to make quick decisions regarding all matters beneficial to the maintenance or improvement of all administrative and academic matters; the school is supported in heart and hand by the denomination; the institution sits geographically near churches and schools that have potential students that may need theological training. The institution is situated well in central Arkansas. The institution's unique focus (within Arkansas) is on Liberation Theology, particularly in the context of American minorities. The institution's potential to be the accredited seminary in the state. The institution's unique courses are geared toward people seeking and practicing professional ministry.

Weaknesses: The school is tuition-driven with no current financial aid opportunities, hindering potential registrants; budget limitations minimize the initial advertising footprint. Current low enrollment, current accreditation status, and current exposure of the institution's Student body lack a cohort-like atmosphere due to the wide variety of educational experiences. Current accreditation status still serves as a roadblock to those desiring a school that already has its full accreditation. Existing financial resources do not lend themselves to mass marketing and advertising to create a larger pool of potential applicants.

Opportunities: Becoming the only accredited seminary in the state will offer a unique academic position; leveraging our relationship with Shorter College's library has great potential for our students and will provide ample space to store our textual resources temporarily. Current accreditation status as a Candidate institution is a positive point of growth for the school and an attraction for those looking to use it, which Jackson can leverage in its marketing. The graduate student body has a wide variety of educational experiences making the educational delivery difficult; however, the opportunity lies in the focus audience of the clergy of color in the immediate area. The numerous denominations and leading Black clergy are potentially strong starting points for increasing Jackson's footprint, student body, and income.

Threats: Low student population, particularly full-time students; an inadequate number of staff. The area has a shortage of educated clergy at the high school and undergraduate levels. Jackson also has had several students be late or default on their tuition. All students can see what they owe in Jackson's learning management system, Populi. There is also an aversion and counterculture to education for clergy in the area. The current relationship between Shorter & Jackson must improve to increase our undergraduate enrollment. Dr. Johnson has now become a part of the Shorter College staff and will be instrumental in helping to establish that relationship. Traditional semester schedules are not in place, which may not attract more students that are not clergy. We need more community members to be stakeholders in our institution (board members, donors, etc.).

PEST Analysis

The Political, Economic, Social, and Technological issues that could impact Jackson are reviewed by the Strategic Planning Committee, analyzing the external influences at work. The initial phase has begun and is ongoing until its completion by the end of the Spring 2022 semester.

Political: Arkansas State administration may be a source of revenue/support, but as a predominately Black institution, this may limit public funds for support. Institutions farther along towards accreditation may have a better opportunity to assist with State funds. Political impacts include Government decisions on COVID. Internal: We must ensure our procedures are followed, and our processes are transparent. The Discipline states that the school must achieve a certain accreditation status to be included in the Connectional budget. Our AME itineracy may change our personnel or student body, requiring us to have a strong core. There is no competitive push for degreed ministry candidates coming into the 12th District to create more candidates for ministry or personnel. They suggested that we talk to Pastors about potential churches that could serve as teaching sites in the future. There is no great desire for education among pastors/ministers in the area. Have some of the discontents come into classes as guest lecturers. External: Former students who have degrees from the former iteration of Jackson cannot currently receive an honorary degree after we get accredited. We should consider writing a bylaw to Grandfather in graduates to receive an honorary degree and ask them to help us. Internal: Our leadership in the district should be at our strategic planning meeting. The 12th district has three members of the state congress and several members involved in local government. New Mayor in N. Little Rock that does not know the school may have a negative effect. Our Trustee Board needs to be more diversified with corporate personalities, but there is a concern of control being lost.

Economic: Jackson's opportunity to improve infrastructure and operations will increase with more funds. An increase in the student body, denominational assistance, and lending institutions all need to be considered. Debt should not be incurred without viable means to service such debt. There also have been opportunities suggested for having grants to students allowed for particular work in academic projects, including research on the Tulsa regarding research for the Race Massacre of 1921. Such funding will require much planning.

Social: The current cultural dynamics of our institution are a small rural, suburban and urban population. The culture is conservative politically and religiously, which may pose problems for those considering Jackson as it is a school rooted in Black Liberation Theology. Jackson is also not currently diversified in its ethnic complement of students, in a state that is 80% Caucasian and 50% in the city of North Little Rock. Therefore, Jackson will need to continue to target the predominantly Black denominations in the area (Missionary Baptist, AME, AME Zion, CME, Progressive Baptist, Church of God in Christ, etc.). Growth in the student body from the local AME denomination has been stagnant. This will call for a focused effort on the larger gatherings (conferences, congresses, and annual events) to make more appeals. The opportunity to improve infrastructure (primarily additional personnel) and operations will require more funds. An increase in the student body will be needed to increase revenue. Denominational assistance and lending institutions have not

yet been. Local district funds are consistent; they are also needed and appreciated but limited. No further student debt should not be incurred without viable means to service such debt. Growth in the student body from the local AME denomination has been stagnant due to potential students' inability to pay tuition. This will call for a focused effort on the larger gatherings (conferences, congresses, and annual events) to make more appeals. It is challenging to bring people in if there are only openings in mid-to small-sized churches and retaining current staff in an external episcopal district is hard. Internal: We will lose prospects if the 12th District does not enforce the obligation to be decreed.

Technological: We cannot put a station where people are; they must travel long distances, discouraging people from attending until we are accredited. Many current students are not adept at using technology or reside in remote areas that do not have good connectivity making online work (library, uploading homework, Populi, etc.) difficult. Populi does not seem to fulfill all our needs to seamlessly bring Financial Aid programs on. TRACS requirements for distance learning will take years to complete, and our need to have it in place permanently is now to make school accessible to more potential students. SMART Boards in each classroom with CABLE TV connectivity would be helpful for online seminars, YouTube information, and more efficient use of laptops for visibility.

As a result of the work of the Strategic Planning Committee, five major strategic priorities (Goals) have emerged for this planning cycle. These goals are, in large measure, the refinement of prior strategic goals based upon the committee's work with performing both the SWOT and PEST analysis. Goals and Objectives are outlined below.

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1

To achieve and maintain a student enrollment that ensures long-term viability and sustainability and substantive student interaction and engagement.

According to the Jackson Theological Seminary Achievement Report, enrollment currently at Jackson Theological Seminary ~11 students over the past four years, and the Seminary have great aspirations to increase enrollment to 68 students by Fall 2027. Studies have shown that student enrollment is having a direct impact on the sustainability and the quality of engagement of institutions of higher education at all levels, making a focus on enrollment critical to Jackson Theological Seminary's longevity. According to the National Center for Education Statistics (prior to the Covid Pandemic), college enrollment was projected to increase by 13% during the period 2015-2026.

First, to achieve these enrollment aspirations, the Seminary has identified that it must commit to bolstering its brand awareness locally and regionally through marketing and advertising. According to a recent national survey, to stay competitive colleges and universities "are focusing on branding and marketing far more than in previous years." For many schools, the emphasis and investment is shifting toward building brands that differentiate from the competition, and, for some schools, this includes hiring marketing leadership from the corporate world. According to a recent national survey, to stay competitive colleges and universities "are focusing on branding and marketing far more than in previous years" (Smith, 2019). For many institutions of higher education, the emphasis and investment are shifting toward building brands that differentiate from the competition. Web presence and targeted advertising campaigns for the targeted demographic are necessary for the conversion of prospects. Thus, the Seminary is aware that refining its web presence and establishing and implementing a strategic marketing and advertising campaign to reinforce brand awareness is imperative towards increase enrollment outcomes in the next five years.

Second, the Seminary must seek opportunities to offer additional financial assistance. According to the National Center for Education Statistics, over 80% of students enrolled in undergraduate programs are awarded financial aid. Furthermore, according to the 2021 Student Satisfaction Survey (as referenced in the Institutional Assessment Report), over 70% of students shared their interruption in matriculation was due to the absence of financial support. Therefore, the Seminary is aware, that financial support through Title IV participation will significantly increase and sustain student enrollment.

Third, the Seminary must employ consistent recruitment strategies through community engagements and acquisitions of partnerships. According to the 2021 Student Satisfaction Survey, when asked to share one aspect to change about the Seminary, students candidly shared the Seminary's need for a recruitment officer or an individual to aggressively oversee recruiting.

Towards this end, the Seminary extends its commitment to achieving the following objectives:

Objectives

- a. To increase student enrollment from 13 (10 FTE) to 68 (50 FTE) students by 2027.
- b. To increase student retention and persistence rates by 50% by 2027.

Strategic Goal 2

To deliver academic excellence through high-quality programs, rich learning opportunities, and effective student support mechanisms.

To contribute to the attainment of Goal 2, the Seminary is attempting to address systematically the needed of non-traditional learners, which represented over 90% of students at the Seminary. The needs of non-traditional learners include more flexible scheduling (i.e., online courses). Though the seminary is not yet positioned for the authorization of distance education, coupled with the realities of the pandemic, the Seminary recognizes the need to expand current modalities to include online and hybrid. This was further confirmed by students during the 2020-2021 Student Satisfaction Survey. Furthermore, due to the uniqueness of non-traditional students, the Seminary also recognized the importance of offering targeted support services to improve student outcomes.

Critical to academic excellence and the quality of teaching, learning and services are the quality of faculty employed by the Seminary. Therefore, the Seminary understands its commitment to attracting and retaining qualified faculty by improving compensations and benefit structures and providing professional development experiences that enhance the knowledge and skills of andragogy.

Towards this end, the Seminary extends its commitment to achieving the following objectives:

Objectives

- a. To augment instructional modalities to include online and hybrid by 2026.

- b. To enhance academic support services to address student success and well-being.
- c. To increase the number of qualified and credentialed faculty by 100% by 2024.
- d. To increase and strengthen faculty & staff professional development programs, experiences, and opportunities in order to enhance leadership knowledge to ensure accountability in achieving shared values, vision, and mission.

Strategic Goal 3

To secure membership and recognition with reputable accrediting agencies to enhance the Seminary's credibility and reputation nationally and regionally.

It has been shown that institutions of higher education are understood as more credible after successful acceptance into an accrediting agencies approval process and certification. The Seminary Students may not realize why accreditation matters when they choose a college or university to attend. Accreditation ensures academic quality. Attending an accredited school can impact each student's ability to receive federal financial aid or transfer credit to a new school. Additionally, the Seminary understands the significance of being the only Seminary in the state. Therefore, the acquisition of state recognition through the Arkansas Department of Higher Education heightens visibility and attractiveness for prospective new students.

Towards this end, the Seminary extends its commitment to achieving the following objectives:

Objectives

- a. Objective: To acquire membership with TRACS as an accredited institution by 2022.
- b. Objective: To acquire recognition with the Arkansas Department of Higher Education 2023.

Strategic Goal 4

To secure and sustain funding sources to fulfill the vision and mission of the Seminary.

The ability to secure annual fundraising sources keep institutions of higher learning open and staffed to fulfill their vision and mission. The Seminary recognizes the necessity of embracing fund-raising strategies with components specifically designed to support the improvement of academic programs and campus facilities. The expansion of partnership remain a critical factor towards increasing

non-tuition generated revenue. Although the Seminary is in its infancy, the acquisition of partnerships also aids in community awareness.

Towards this end, the Seminary extends its commitment to achieving the following objectives:

Objective

- a. Objective: To continue and foster relationships to receive denominational funding support of \$235,000 and develop new sources through 2027.

Strategic Goal 5

To establish human resource management best practices that attract, engage, and retain employees.

Human resources must be managed with excellence to breed the highest quality of employee performance in any business setting. Undoubtedly, HR management helps bridge the gap between employees' performance and the organization's strategic objectives. Moreover, an efficient HR management team can give organizations an advantage over their competition. Therefore, the Seminary must focus on acquiring new talent and retaining existing personnel. To remain a competitive employer, the Seminary needs to offer employees competitive wages, provide sound and solid onboarding procedures, and offer employee benefits that meet the needs of the workforce.

Towards this end, the Seminary extends its commitment to achieving the following objectives:

Objectives

- a. Objective: To increase the salaries of faculty (full-time) and staff by 70% by 2027.
- b. Objective: To enhance onboarding procedures for all new employees.
- c. Objective: To strengthen employee benefits that meet the needs of the workforce.

TACTICAL PLAN (IMPLEMENTATION PLAN)

Strategic Goal 1

To achieve and maintain a student enrollment that ensures long-term viability and sustainability and substantive student interaction and engagement.

a. Objective: To increase student enrollment from 13 (10 FTE) to 68 (50 FTE) students by 2027. *

Tactics/Strategy	Persons and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Select and hire the appropriate marketing firm.	President/CEO (Rev. Williams)	\$22,900*	11/16/2021	7/31/2022	Complete	12/1/2021	Cumulus has been secure which will cross over to the 2022-2023 year. Cost will be on-going.
2. Create a marketing plan (with the assistance of the marketing team)	President/CEO (Rev. Williams)	Built into acquisition of hiring firm	10/1/2021	1/30/2025	In-Progress	In-Progress	3-year Marketing Plan is observed monthly and adjusted on an ongoing basis
3. Implement Marketing and Advertising Plan	President/CEO (Rev. Williams) CFO (Mrs. Washington)	\$109,890**	1/15/2022	10/31/2022	In-Progress	In-Progress	Marketing plan is 6-mo from creation on 4/2021. Cost is based on 2022-2027.
4. Create a recruitment plan (strategies)	Strategic Planning Committee	None Required	5/10/2022	12/31/2022	In-Progress	Pending	Partnering with Strategic Planning Committee with Cumulus
5. Implement recruitment plan (strategies)	Strategic Planning Committee	None Required	1/1/2023	1/1/2023	On-Going	Pending	With pre-launch of plan in Fall 2022, adjusted plan to be implemented to boost Fall 2023 enrollment

6. Acquire third party financial aid servicer	CEO (Rev. Williams), CFO (Mrs. Washington)	\$18,000***	4/1/2022	4/28/2022	Completed	4/28/2022	Contract signed with Global Financial Aid Services
7. Become a Title IV institution	CEO (Rev. Williams), CAO (Dr. Palmer), FAC (Mrs. Hinton)	None Required	10/1/2021	6/28/2022	Completed	3/22/2022	Provisional status granted, awaiting DOE final approval
8. Advise students and potential students on acquiring Title IV funds	FAC (Mrs. Hinton)	None Required	5/15/2022	No date specified	Pending	On-Going	Advising to take place on a regular basis prior to registration

Budget Narrative (Fiscal Resources):

* Breakdown of annual projection of undergraduate and graduate students found 2022-2027 Budget

** Total marketing budget cost includes website creation and maintenance, radio ads, social media ads, geo-targeting and monthly meetings found 2022-2027 Budget

***Required 3rd party servicer allotment found on Technology line item: Global FAS cost is \$1500 monthly charge; budgeted amount is an annual summation.

b. Objective: To increase student retention and persistence rates by 50% in 2027.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Create Student Retention Plan	Strategic Planning Committee	None Required	5/15/2022	7/31/2022	Pending	Pending	To create greater retention
2. Implement Student Retention Plan	CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	7/10/2022	8/1/2022	Pending	Pending	Will be implemented upon completion of plan

Budget Narrative:

No fiscal resources for this objective.

Strategic Goal 2

To deliver academic excellence through high-quality programs, rich learning opportunities, and effective student support mechanisms.

a. Objective: To augment instructional modalities to include online and hybrid by 2026.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status (In-progress, Pending, Complete)	Completed Date	Notes
1. Semi-annual Faculty Professional Development	CAO (Dr. Palmer)	TBD	7/1/2022	7/1/2023	On-going	On-going	Expense covers association fees, retreat opportunities and materials for professional development
2. Assess and acquire additional tools to augment instructional modalities (whiteboards, SMS, additional software, etc.)	CAO (Dr. Palmer) CFO (Mr. Washington), Faculty (Dr. Johnson & Rev. Boone)	TBD	7/1/2023	6/28/2024	On-going	On-going	Resource needs are assessed at designated Faculty meetings and requested annually in Budget process or as needed if urgent
3. Designate classes to be offered through Distance Education	CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	8/1/2024	1/31/2025	Pending	Pending	Designation of distance learning classes will take place pending Accreditation
4. Request additional Teaching Sites to support Distance Education	CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	11/1/2024	1/1/2025	Pending	Pending	Request of sites for distance learning classes will take place pending Accreditation
5. Research procedures of successful seminary	CAO (Dr. Palmer)	None Required	8/1/2025	10/1/2025	Pending	Pending	Research of distance learning classes will

Distance Education programs.							take place pending Accreditation
6. Complete TRACS Institutional Change Form & Prospectus Checklist	CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	11/1/2025	12/15/2025	Pending	Pending	Form for distance learning classes will take place pending Accreditation
7. Prepare for TRACS Focus Team Visit for Distance Education and additional Teaching Site recommendations	CAO (Dr. Palmer)	\$4700*	1/31/2025	4/30/2025	Pending	Pending	Dates subject to change based on TRACS direction
8. Adjust Institutional Publications	CAO (Dr. Palmer), DAR (Rev. Frost)	None Required	5/15/2025	7/15/2025	Pending	Pending	Dates subject to change based on TRACS direction
9. Upon approval, advertise additional sites and online opportunity	CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	7/1/2025	7/8/2025	Pending	Pending	Dates subject to change based on TRACS direction

Budget Narrative:

*Visit and membership cost as listed on TRACS Budget under Accreditation (24-25)

b. Objective: To enhance academic support services to address student success and well-being.

Tactics/Strategy	Persons & Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Monthly Faculty Senate assessment of strategies for student success	Full-Time Faculty (Dr. Johnson & Rev. Boone)	None Required	6/1/2021	Monthly	Completed	On-going	Senate meetings are monthly

2. Faculty Senate recommend strategies to Faculty/Staff Meeting for student success	Full-Time Faculty (Rev. Boone)	None Required	8/2/2021	Monthly	Completed	On-going	Senate meetings are monthly
3. Enhance Board of Trustees to Include additional influential members of the Corporate, Government and Sacred Communities	Trustee Board Chair (Bishop Mitchell), CEO (Rev. Williams)	None Required	8/1/2022	4/30/2023	Pending	Pending	Partners to be selected that can enhance the Board and the School
4. Create Student Body Government	CAO (Dr. Palmer)	None Required	1/15/2023	8/15/2023	Pending	Pending	To be student directed
5. Receive and implement necessary recommendations from Student Body Government	CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	8/15/2023	9/5/2023	Pending	Pending	To be student directed

Budget Narrative:

No fiscal resources are needed for this objective.

c. Objective: To increase the number of qualified and credentialed faculty by 100% by 2024.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
Use staffing sites to search for recruits	CAO (Dr. Palmer)	None Required	5/1/2023	7/1/2024	Pending	Pending	Budgeting for 2 new faculty members in 2024-2025 academic year
Conduct screening interviews of qualified applicants	CAO (Dr. Palmer)	None Required	12/1/2023	3/30/2024	Pending	Pending	Budgeting for 2 new faculty members in 2024-2025 academic year

Conduct final rounds of hiring interviews	CAO (Dr. Palmer), CEO (Rev. Williams), Full-Time Faculty (Dr. Lindo), Full-Time Faculty (Rev. Boone)	None Required	4/1/2024	6/28/2024	Pending	Pending	Budgeting for 2 new faculty members in 2024-2025 academic year
Hire qualified candidates	CAO (Dr. Palmer), CEO (Rev. Williams), CFO (Mrs. Washington)	\$29,000*	7/1/2024	7/1/2024	Pending	Pending	Budgeting for 2 new faculty members in the 2024-2025 academic year

Budget Narrative:

*Current projected dollars available for graduate and undergraduate instructors, found on Program Services/Instruction on the 2024-2025 Budget of five-year budget.

d. Objective: To increase and strengthen faculty & staff professional development programs, experiences, and opportunities in order to enhance leadership knowledge to ensure accountability in achieving shared values, vision, and mission.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
Submit Professional Development dates and times into the calendar creation process	CAO (Dr. Palmer), DAR (Rev. Frost)	None Required	5/1/2022	6/15/2022	In-Process	Pending	Annual process
Revisit Professional Development needs annually	CAO (Dr. Palmer), Faculty	None Required	5/1/2019 & 12/1/2019	Each May & December	On-going	On-going	Annual process
Conduct Professional Development Dates as scheduled	CAO (Dr. Palmer),	None Required	6/1/2019 & 1/1/2020	Each January & June	On-going	On-going	Annual process

Budget Narrative:

No fiscal resources are needed for this objective.

Strategic Goal 3

To secure membership and recognition with reputable accrediting agencies to enhance the Seminary’s credibility and reputation nationally and regionally.

a. Objective: To acquire membership with TRACS as an accredited institution by 2022.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. TRACS Accreditation	Board, Administration, Faculty & Staff	\$8450*	10/27/2020	8/15/2022	In-progress	N/A	TRACS team visit 7/25/2022
2. TRACS Membership (for Accreditation)	CEO (Rev. Williams), CAO (Dr. Palmer), CFO (Mrs. Washington)	\$9050**	10/1/2022	10/30/2027	In-progress	On-Going	Annual fee paid
3. TRACS 5-year Review	CEO (Rev. Williams), CAO (Dr. Palmer), CFO (Mrs. Washington)	\$7225***	8/1/2026	4/30/2027	Pending	Pending	Amount includes the review fee and travel cost for TRACS visitation team

Budget Narrative:

*Total of payments to TRACS; found in 2020-2025 Budget.

**This is the cost of the visit, and other fees but does not include the annual fee for membership; found on 202-2027

***Review fee and travel 2025-2026

b. Objective: To acquire recognition with the Arkansas Department of Higher Education (ADHE).

Tactics/Strategy	Person(s) Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Submit Letter of Intent to ADHE	CAO (Dr. Palmer)	\$1000*	6/1/2023	7/31/2024	Pending	Pending	Pending TRACS accreditation. ADHE regulations will be monitored for adjustments
2. Submit Application for Certification to ADHE	CAO (Dr. Palmer)	None Required	8/1/2024	8/15/2024	Pending	Pending	Pending TRACS accreditation. ADHE regulations will be monitored for adjustments
3. Submit TRACS accreditation document to ADHE	CAO (Dr. Palmer)	None Required	8/1/2024	8/15/2024	Pending	Pending	Pending TRACS accreditation. ADHE regulations will be monitored for adjustments
4. Faculty to go before the ADHE Review Team	CAO (Dr. Palmer), Faculty	None Required	1/1/2025	1/31/2025	Pending	Pending	Pending TRACS accreditation. ADHE regulations will be monitored for adjustments
5. Receive Certification from the ADHE	CAO (Dr. Palmer)	None Required	2/1/2025	3/1/2025	Pending	Pending	Pending TRACS accreditation. ADHE regulations will be monitored for adjustments.

Budget Narrative:

*Under Contingencies in 2022-2027 Budget; Fees include \$500 for each degree program; additional course fees will be determined.

Strategic Goal 4

To secure and sustain funding sources (state, federal, corporate, and/or other external entities) to fulfill the vision and mission of the Seminary.

- a. **Objective: To continue the relationship to receive denominational funding support of \$235,000 and develop new sources through 2027.**

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. MSWAWO+PK Event	CEO (Rev. Williams)	\$12,500*	3/1/2022	4/1/2027	On-Going	4/1/2022	Funds are donated annually
2. Denominational & District support	CEO (Rev. Williams)	\$235,000**	Monthly	Monthly	On-Going	On-Going	Funds are built into annual denominational budget
3. Fall Convocation	CAO (Dr. Palmer)	\$2,500***	8/1/2022	8/31/2027	Pending	Pending	\$500 Annually requested donation
4. Spring Convocation	CAO (Dr. Palmer)	\$2,000***	4/1/2023	4/31/2027	Pending	Pending	\$500 Annually requested donation
5. Establish “friend-raiser” model events to recruit new donors	CEO (Rev. Williams), CAO (Dr. Palmer)	TBD	12/9/2021	6/30/2023	In-Progress	Pending	Currently on schedule

Budget Narrative:

*Represents 5 years of annual fundraising from MSWAWO+PK event; Gifts and Fundraising on 2022-2027.

**Represents annual denominational & district church support; found on the “Budget” tab on 2022-2027.

*** Found on Gifts and Fundraising on 2022-2027.

Strategic Goal

To establish human resource management best practices that attract, engage, and retain employees.

a. Objective: To increase the salaries of faculty (full-time) and staff by 60% by 2027.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Request budget approval from the Board of Trustees annually for salary increases for faculty and staff annual increases for	CEO (Rev. Cecil Williams), CFO (Mrs. Shelia Washington), CAO (Dr. Palmer)	None Required	5/3/2022	5/3/2022	Pending	Pending	Increases may need adjustment in requests, but overall will reflect 100% increase by 2030
2. Give incremental salary increase to approach industry scale and 100% growth for full-time faculty	CEO (Rev. Cecil Williams), CFO (Mrs. Shelia Washington), CAO (Dr. Palmer)	5-10% increase*	7/1/2022	6/30/23	Pending	Pending	Increase pending Board approval at 5/3/22 Meeting. Amounts can be viewed in Budget
3. Give additional annual salary increases to faculty and staff (pending positive performance evaluations and budget approval)	CEO (Rev. Cecil Williams), CFO (Mrs. Shelia Washington), CAO (Dr. Palmer)	40% increase *	7/1/2023	6/30/2027	Pending	Pending	Increases represent majority of 60% goal to be achieved by 2027

Budget Narrative:

*Percentages are based on totals from Salary increases starting in 2022-2023 fiscal year

b. Objective: To enhance onboarding procedures for all new employees.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Consult with Shorter College HRM to review JTS current onboarding checklist	DAR (Rev. Frost), CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	1/1/2023	6/1/2023	Pending	Pending	
2. Create a new system that shows the process and required paperwork	DAR (Rev. Frost), CAO (Dr. Palmer)	None Required	6/2/2023	7/17/2023	Pending	Pending	Present in Pre-Fall Semester Professional Development
3. Implement a new onboarding system	DAR (Rev. Frost), CAO (Dr. Palmer)	None Required	8/1/2023	On-going	Pending	Pending	Current employee files reconciled to new system as needed
<p>Budget Narrative:</p> <p>No fiscal resources are needed.</p>							

c. Objective: To strengthen employee benefits that meet the needs of the workforce.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
1. Consult with Shorter College HRM to review JTS current onboarding checklist	DAR (Rev. Frost), CEO (Rev. Williams), CAO (Dr. Palmer)	None Required	1/1/2023	6/1/2023	Pending	Pending	
2. Research current state and federal laws for accurate planning for implementation	DAR (Rev. Frost), CAO (Dr. Palmer)	None Required	1/1/2023	6/1/2024	Pending	Pending	Acquire information for Health and Life Insurance and 401K
3. Structure basic benefits package for full-time employees	DAR (Rev. Frost), CFO (Mrs. Washington),	TBD*	6/1/2024	6/30/2024	Pending	Pending	At least Health and Life Insurance and 401K; cost to the institution TBD
4. Offer employee benefits package to all eligible employees	CEO (Rev. Williams), CAO (Dr. Palmer), CFO (Mrs. Washington),	TBD*	7/1/2024	Annually	Pending	Pending	Benefits offered to new employees annually; cost to the institution TBD

Budget Narrative:

*Impact/cost to 2024-2027 To Be Determined after research and package approval by the Board of Trustees.

COMPLETED ITEMS (ANNUAL STATUS UPDATES)

Goal 1: To achieve and maintain a student enrollment that ensures long-term viability and sustainability and substantive student interaction and engagement.

a. Objective: To increase student enrollment from 13 (10 FTE) to 68 (50 FTE) students by 2027. *

Tactics/Strategy	Persons and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
9. Find reputable marketing firms.	President/CEO (Rev. Williams)	None Required	8/1/2021	11/16/2021	Complete	11/16/2021	Cumulus has been selected
10. Apply for Title IV to the Department of Education	FAC (Mrs. Conley)	None Required	10/1/2021	No date specified	Complete	10/25/21	
11. Create Financial Aid policy and infrastructure	CFO (Mrs. Washington), CAO (Dr. Palmer), FAC (Mrs. Conley)	\$1000***	6/1/2021	9/1/2021	Complete	9/1/2021	Outside consultant hired to assist in policy creation
12. Hire employees for Financial Aid infrastructure	CEO (Rev. Williams), CFO (Mrs. Washington),	\$20,800***	10/1/2020	1/1/2021	Completed	12/1/2021	Mrs. Cindy Conley hired

Goal 2: To deliver academic excellence through high-quality programs, rich learning opportunities, and effective student support mechanisms.

d. Objective: To increase and strengthen faculty & staff professional development programs, experiences, and opportunities in order to enhance leadership knowledge to ensure accountability in achieving shared values, vision, and mission.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
------------------	-------------------------------------	------------------	------------	----------	--------	----------------	-------

Create annual process for identifying Professional Development needs	CAO (Dr. Palmer), Faculty	None Required	8/1/2018	8/1/2019	Completed	8/1/2020	Process is annually observed for greater efficiency and effective
--	---------------------------	---------------	----------	----------	-----------	----------	---

Goal 3: To secure membership and recognition with reputable accrediting agencies to enhance the Seminary’s credibility and reputation nationally and regionally.

c. Objective: To acquire membership with TRACS as an accredited institution by 2022.

Tactics/Strategy	Person(s) and Positions Responsible	Fiscal Resources	Start Date	Due Date	Status	Completed Date	Notes
4. TRACS Candidacy	Board, Administration, Faculty & Staff	\$29,250*	12/1/2018	7/31/2020	Completed	9/1/2020	All conditions met and submitted