

Strategic Plan Update

2021-2023

Covenant Baptist Theological Seminary

Owensboro, Kentucky

cbtseminary.org

November 2020

Table of Contents

Executive Summary	2
Introduction	4
Part I Vision, Mission, and Values Statements	6
Part II Goals and Objectives	8
Part III Identified Needs	11
Part IV Three-Year Action Plan	13
Part V Implementation	27

Executive Summary

During 2020 the Board of Directors for Covenant Baptist Theological Seminary engaged in a process to review its previous three-year Strategic Plan. While the seminary has grown and changed dramatically during this short time period, we were encouraged that our vision, mission, values and goals were still valid and that much work had been accomplished.

At the same time, some critical tasks remain to be undertaken, and a number of new needs have emerged. Through its review and update, the Board identified thirteen tasks that are strategically necessary to foster a strong and vibrant pastoral training program at CBTS during the planning period 2021-2023:

- 1 **Leadership Succession:** Outline and implement a succession plan as Dr. Waldron transitions out of his primary leadership role.
- 2 **Pastoral Mentoring:** Broaden and strengthen the vital roles of local pastors and local churches in the mentoring process of CBTS students.
- 3 **Ministry Placement:** Assist CBTS pastoral students to find internships and permanent placement opportunities in local churches.
- 4 **Development Program:** Expand development efforts to secure a more substantial and diversified support base.
- 5 **Accreditation Follow-up:** Build on the seminary's successful accreditation effort through additional credentialing and networking.
- 6 **Institutional Effectiveness Planning:** Implement practices of institutional effectiveness planning to strengthen student learning and apply seminary resources efficiently.
- 7 **Faculty Expansion:** Find additional gifted and godly faculty members for CBTS and provide faculty training opportunities.
- 8 **Administrative Expansion:** Provide additional administrative resources to support the growing seminary program.
- 9 **Facilities:** Provide adequate facilities for the seminary's expanding program.
- 10 **International Programs:** Strengthen CBTS's capacity to oversee multiple international seminary programs.

- 11 **Board Development:** Grow and mature the CBTS Board of Directors to lead the expanding seminary program.
- 12 **Policy and Legal Issues:** Assure that CBTS anticipates and responds to policy and legal issues in a manner that sustains the seminary's viability.
- 13 **Communicating Vision and Mission:** Communicate CBTS's core vision, mission and values to all current and potential stakeholders.

Introduction

When the original Strategic Plan was prepared in 2016 for Covenant Baptist Theological Seminary, no one involved with the seminary envisioned the dramatic growth and development that has actually occurred in the four short years since then. Despite the 2020 pandemic, and perhaps even because of it, interest in using the CBTS online curriculum materials has never been higher. Over 300 students are currently enrolled, with more than half of those students on a pastoral training track. Six international training schools are affiliated with CBTS, and several more are seeking to join us. More than sixty churches are engaged through the Church Partnership program, and dozens of local pastors provide essential mentoring leadership to our students. The Lord has blessed the seminary financially, and it has been able to respond to these growing needs by recently adding three gifted, full-time administrative staff.

In many ways the seminary has left the 2017-2019 Strategic Plan “in the dust” as many new initiatives have emerged through the successful accreditation effort and responses to our rapid growth. In order to plan responsibly for the next few years, the CBTS Board undertook a review and update to that previous plan. The result was a full assessment of the recommendations of the earlier report to identify what had and had not been accomplished. The Board then looked at the seminary’s current situation and sought to outline responses to current issues.

This Strategic Plan Update is presented in a format similar to the prior document. It presents the vision, mission, and values of the seminary, followed by a detailed listing of its ten primary goals and various objectives to accomplish those goals. The Board’s review process identified thirteen current, strategic needs of the seminary. These were prioritized by the Board and then responses – strategic tasks – were outlined and considered. The resulting product is a succinct list of actions to be carried out by the Board, leadership, and staff of the seminary.

We look to the Lord to provide resources necessary for this work. And we are encouraged that there is so much work available to undertake in concert with our local church partners, for Christ’s glory and the expansion of His kingdom on earth. “Let the favor of the Lord our God be upon us, and establish the work of our hands upon us; yes, establish the work of our hands!” *Psalms 90:17*

This Strategic Plan was formally adopted by the Board of Directors of Covenant Baptist Theological Seminary on _____, 2020.

Pastor John Miller, Chairman

Pastor Ben Carlson

Pastor John Divito

Dr. Tom Hicks

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Mr. Michael Spickard

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Dr. Sam Waldron, President and Academic Dean

Mr. Rex Semrad, Administrator

Part I — Vision, Mission, and Values Statements of CBTS

The entire life of Covenant Baptist Theological Seminary is founded upon a three-part statement of our core perspectives.

The *Vision Statement* is essential because it identifies the community we want to impact, and it sees the future we want to create. We want to impact the church of Jesus Christ, and we want its future to be prosperous.

The *Mission Statement* tells what we will do to bring that vision to reality. It describes the work we do, why we do it, and for whom we do it. Our work is to train men for ministry and provide academic resources for the church at large.

The *Values Statement* describes how our work will be done, the values that must be present in the community (the church) for our vision to come to pass, and how we intend to model these values to those whom we serve.

These are the vision, mission, and values that drive CBTS and this Strategic Plan:

Vision Statement of CBTS

Our vision is to see the church of the Lord Jesus Christ strengthened and expanded worldwide, to the end that Christ would be known, loved, and exalted.

Mission Statement of CBTS

Our mission therefore is to help the church to prepare men to undertake the full range of pastoral responsibilities they will face in serving Christ and His kingdom, and to equip Christians for effective service in the church. We do this work by providing rigorous academic training and by facilitating extensive pastoral mentoring.

Values Statement of CBTS

Our mission will be carried out in a manner that adheres to the following core values:

(1) The church worldwide ought to embrace its God-given duty to prepare its own future leaders (2 Tim. 2:2). Followers of Christ should all see this as a privilege for perpetuating, purifying, and extending the gospel to all nations and generations.

(2) Each local church ought to involve itself in the equipping of men for pastoral ministry. The local church is best positioned to recognize, develop, assess, and confirm the spiritual giftedness of men aspiring to that office.

(3) Men being considered for pastoral ministry preparation must exhibit, at least in emerging form, the character, gifts, and graces prescribed in passages such as 1 Timothy 3, Titus 1, Acts 20, 1 Peter 5, etc.

(4) The pastoral ministry requires thorough, comprehensive, and balanced training. Preparation should not be shallow, nor should it be skewed either towards exclusive pastoral experience or exclusive academic studies.

(5) Theological instruction must be Bible-saturated, Gospel-centered, confessionally grounded, and led by godly, experienced, Reformed pastors and scholars. We are committed to the 1689 Baptist Confession of Faith as the best and most wholesome summary of the truth of God's Word.

(6) The Lord Jesus Christ gives a variety of gifts to His church and providentially opens a diversity of opportunities for the exercise of those gifts. We ought to recognize and accommodate differences in giftedness and possible futures for those being trained.

(7) The desire and appropriateness to pursue theological training may not match an individual's financial and practical ability to undertake that training. To the extent possible we ought to assist each individual and adapt the training program in order to encourage participation by needy brethren.

(8) All that the seminary undertakes must be performed with the highest regard to biblical standards of righteousness, integrity, faithfulness, compassion, and total dependence on the grace of God. We are stewards of the gifts of God's people, and we are servants of the great Head of the church, the Lord Jesus Christ.

Part II — Statement of Goals and Objectives

Flowing out of CBTS’s mission statement are two primary goals. These goals are based on two critical components of the mission statement: to prepare men for pastoral ministry, and to equip Christians for effective service. For each goal, we have identified a number of specific objectives to accomplish that goal.

In the original strategic planning process we also identified eight areas of support that are critical to accomplishing the CBTS mission: curriculum, faculty, facilities, technology, international training support, governance, administration, and financial support. As with the two mission-related goals, the goal statement for each support area includes a list of objectives to accomplish that goal. During the update we added a number of objectives (see italics) that emphasize key concerns expressed during the Board’s review.

Admittedly this statement of goals and objectives may appear idealistic and unattainable. It forms a picture or profile, though, of those things that are most significant to the seminary’s growth and development. They are the standards to which we aspire.

Goals for Critical Mission Components	Objectives to Accomplish These Goals
1. To prepare men for pastoral ministry	• By providing content of seminary materials that is biblically sound and academically thorough.
	• By offering courses that cover the full range of topics needed by men going into the pastorate.
	• By using competent instructors who present their material well and interact personally with students.
	• By conducting live classroom courses that supplement on-line offerings and are conveniently located for students to attend.
	• By assuring that students move efficiently through the course of study with a high rate of completion.
	• By using the seminary program to cultivate the godliness of students and effectively assess their personal progress in grace.
	• By incorporating pastoral mentors who understand the seminary’s program and effectively coach and evaluate their student mentees.
	• <i>By broadening participation in and commitment to the mentoring process by local church elder boards and congregations.</i>
	• <i>By assisting students and local churches to identify placement opportunities for internships and permanent ministry.</i>
2. To equip Christians for effective service	• By offering courses that cover a wide range of topics relevant to Gospel truth and the Christian life.
	• By helping students to have easy access to course offerings and participate at their own pace and depth.

Goals for Critical Support Areas	Objectives to Accomplish These Goals
1. To provide curriculum materials of the highest caliber	<ul style="list-style-type: none"> • By assuring that each course is thoroughly Scriptural and is based on a Reformed systematics framework consistent with the 1689 Baptist Confession of Faith.
	<ul style="list-style-type: none"> • By assuring that each course is internally consistent with and complementary to the other seminary course offerings.
	<ul style="list-style-type: none"> • By assuring that each course is supported by carefully prepared reading lists, writing assignments, and testing materials.
	<ul style="list-style-type: none"> * By assuring that courses are available to fulfill the requirements of each degree program that the seminary offers.
	<ul style="list-style-type: none"> • By assuring that the seminary program is accredited by a recognized Christian accrediting organization.
2. To provide godly, competent faculty	<ul style="list-style-type: none"> • By assuring that each faculty member holds an advanced theological degree.
	<ul style="list-style-type: none"> • By assuring that each faculty member exhibits godly character and demeanor and is known to be deeply engaged in the life and ministry of the local church.
	<ul style="list-style-type: none"> • By assuring that each faculty member demonstrates competence to teach effectively.
	<ul style="list-style-type: none"> • By assuring that each faculty member interacts well with students at both a personal and a professional level.
	<ul style="list-style-type: none"> • By assuring that each faculty member respects the authority of the academic dean and fully supports the mission of the seminary.
	<ul style="list-style-type: none"> • <i>By providing adequate numbers and types of faculty resources and training for the size of the student population and the breadth of the academic program.</i>
3. To provide necessary physical facilities	<ul style="list-style-type: none"> • By assuring that facilities adequately meet the instructional needs of the seminary.
	<ul style="list-style-type: none"> • By assuring that audio and video recording is well served by the seminary's facilities.
	<ul style="list-style-type: none"> * By assuring that the seminary houses its library materials and provides study space for students.
	<ul style="list-style-type: none"> • By assuring that staff office and meeting space is adequate.
	<ul style="list-style-type: none"> • By assuring that adequate operational and storage space is provided for technical equipment, files, etc.
4. To provide adequate technology support	<ul style="list-style-type: none"> • By assuring that the seminary has an Internet presence that is attractive, contemporary, and easy to understand.
	<ul style="list-style-type: none"> • By assuring that the seminary website propels online learning, public relations, and essential administrative interfaces (applications, student portal, online donations, etc.).
	<ul style="list-style-type: none"> • By assuring that the quality of audio and video recording is excellent.
	<ul style="list-style-type: none"> • By assuring that technical methods are flexible for various teaching requirements and are adaptable as new technologies emerge.
	<ul style="list-style-type: none"> • <i>By assuring that the seminary provides access to adequate digital theological materials for the students.</i>

5. To provide support for international training opportunities	<ul style="list-style-type: none"> • By assuring that the seminary is able to develop and assist similar programs in other countries.
	<ul style="list-style-type: none"> • By assuring that the seminary has adequate resources to contribute online and in-person faculty participation to international programs.
	<ul style="list-style-type: none"> • By assuring that the seminary has adequate administrative and governance resources to coordinate ongoing participation in international programs.
	<ul style="list-style-type: none"> • By assuring that international theological training programs sponsored by the seminary are easily replicable in new locations.
6. To provide responsible, gifted governance for the seminary	<ul style="list-style-type: none"> • By assuring that the board is filled with qualified men who have the range of gifts needed to govern the seminary and lead its various working committees.
	<ul style="list-style-type: none"> • <i>By assuring that the board operates collegially yet at a governance level commensurate with the scale and complexity of the seminary's operations.</i>
	<ul style="list-style-type: none"> • <i>By assuring that the board anticipates, articulates, and properly documents policy and legal issues affecting the long-range vitality of the seminary.</i>
	<ul style="list-style-type: none"> • By assuring that the academic dean is gifted with theological training and pastoral experience. He provides competent leadership of the seminary.
	<ul style="list-style-type: none"> • By assuring that sufficient administrative support is provided so that the program of the seminary can proceed efficiently.
	<ul style="list-style-type: none"> • <i>By assuring that the seminary pursues a consistent process to improve institutional effectiveness that focuses on student learning and efficient use of the seminary's resources.</i>
	<ul style="list-style-type: none"> • By assuring that the seminary anticipates and plans for leadership succession.
7. To provide adequate administration resources for the seminary	<ul style="list-style-type: none"> • By assuring that administrative staff focuses on maintaining high standards of integrity including financial stewardship.
	<ul style="list-style-type: none"> • By assuring that administrative staff supports governance leadership by undertaking daily operations and providing timely reports.
	<ul style="list-style-type: none"> • By assuring that administrative staff interfaces with constituent groups in a gracious and professional manner.
	<ul style="list-style-type: none"> • <i>By developing an efficient and effective administrative structure that meets the growing needs of the seminary.</i>
8. To provide a sufficient and balanced support base for the seminary	<ul style="list-style-type: none"> • By assuring that tuition rates and fees are kept at a level commensurate with the ability of students to afford theological studies.
	<ul style="list-style-type: none"> • By assuring that the seminary readily responds to special financial needs of its students and provides tuition relief through a special fund.
	<ul style="list-style-type: none"> • By assuring that the seminary maintains a broad base of support for its financial needs.
	<ul style="list-style-type: none"> • By assuring that supporters know the mission of the seminary, believe in that mission, and have confidence that the seminary can accomplish that mission.
	<ul style="list-style-type: none"> • By assuring that adequate resources are dedicated to regular, coordinated development activities.

Part III — Identified Needs

Based on a review of the 2017-2019 Strategic Plan at the June meeting of the CBTS Board, seven of the twelve “statements of need” from that report continue to be relevant and critical to the seminary’s effectiveness. These topics are:

1. **Pastoral Mentoring:** The pastoral mentoring program is an essential part of the seminary’s preparation of men for ministry and needs to be strengthened, broadened, and developed into an effective collaborative effort.
2. **Development:** Recent trends of seminary expansion call for a robust response to develop a more substantial, diversified support base.
3. **Leadership Succession:** Over the next several years the seminary needs to outline and implement a succession plan as Dr. Waldron transitions out of his primary leadership role.
4. **Accreditation:** The seminary needs to build on its successful accreditation effort by exploring additional credentialing and by expanding involvement with like-minded seminaries and accreditation agencies.
5. **Facilities:** Unexpected growth of the seminary continues to tax local facility resources.
6. **International Programs:** The seminary continues to need more capacity to oversee existing international programs and to serve prospective additional programs in other countries.
7. **Supporting Vision:** A more thorough, accurate, and timely understanding of the seminary’s vision, mission, values, and program is vital for both participating stakeholders and potential future supporters.

In addition, the Board enumerated five additional areas of need which are stated as follows:

8. **Faculty Expansion:** The seminary needs to respond vigorously to the growing size of the student body by adding gifted, godly faculty members and providing professional development opportunities.
9. **Administrative Expansion:** Administrative support is continually being stretched by the increasing workload of support responsibilities.
10. **Board Development:** The Board is being called upon to govern an increasingly complex range of responsibilities and to do so in a clearly professional manner.

11. **Policy and Legal Issues:** The Board needs to assure that it anticipates and responds to legal and policy issues in a way that protects and preserves the seminary program.

12. **Ministry Placement:** Pastoral students need targeted assistance to help find suitable churches for internship opportunities and permanent callings.

From the 2019 CBTS Accreditation Self-Study, one prominent recommendation is proposed to be included as a top-level need of the seminary for the next three years:

13. **Institutional Effectiveness:** The Board needs to implement practices of institutional effectiveness planning that will strengthen student learning and help the seminary to apply its resources efficiently.

Responses to these thirteen needs form the core of this Strategic Plan. Prioritizing and addressing these needs will dramatically propel the seminary toward fulfilling its goals and objectives and therefore its overall mission.

Part IV — Three-Year Action Plan

This section frames actions to address each of the thirteen needs listed in the previous section, in order of priority. This set of actions becomes the blueprint for the CBTS leadership, staff, and supporters over the next 36 months. The CBTS Board has identified these strategic tasks:

- 1 **Leadership Succession:** Outline and implement a succession plan as Dr. Waldron transitions out of his primary leadership role.
- 2 **Pastoral Mentoring:** Broaden and strengthen the vital roles of local pastors and local churches in the mentoring process of CBTS students.
- 3 **Ministry Placement:** Assist CBTS pastoral students to find internships and permanent placement opportunities in local churches.
- 4 **Development Program:** Expand development efforts to secure a more substantial and diversified support base.
- 5 **Accreditation Follow-up:** Build on the seminary's successful accreditation effort through additional credentialing and networking.
- 6 **Institutional Effectiveness Planning:** Implement practices of institutional effectiveness planning to strengthen student learning and apply seminary resources efficiently.
- 7 **Faculty Expansion:** Find additional gifted and godly faculty members for CBTS and provide faculty training opportunities.
- 8 **Administrative Expansion:** Provide additional administrative resources to support the growing seminary program.
- 9 **Facilities:** Provide adequate facilities for the seminary's expanding program.
- 10 **International Programs:** Strengthen CBTS's capacity to oversee multiple international seminary programs.
- 11 **Board Development:** Grow and mature the CBTS Board of Directors to lead the expanding seminary program.
- 12 **Policy and Legal Issues:** Assure that CBTS anticipates and responds to policy and legal issues in a manner that sustains the seminary's viability.
- 13 **Communicating Vision and Mission:** Communicate CBTS's core vision, mission and values to all current and potential stakeholders.

Strategic Task 1

Outline and implement a succession plan as Dr. Waldron transitions out of his primary leadership role.

Actions:

- 1 Catalog the various duties, responsibilities and necessary gifts of the seminary president and academic dean roles.

Phasing: Year 1

Responsibility: Governance Committee, Dean

Implementation: Review written descriptions of Dr. Waldron's current duties; augment with roundtable discussions about future seminary growth; evaluate if there is a need to separate academic dean functions from primary leadership role (and other roles such as leading CBTS international program).

Funding Needed: –
- 2 Conduct a search for qualified candidates for future seminary leadership roles.

Phasing: Years 1 and 2

Responsibility: Governance Committee, Dean, Board

Implementation: Generate a list or lists of candidates for the roles described; seek personal references and compile a short list; interview, evaluate and select final candidate(s).

Funding Needed: Possible travel expenses
- 3 Transition responsibilities gradually from Dr. Waldron to the prospective candidate or candidates.

Phasing: Year 3 and onward

Responsibility: Governance Committee, Dean, Board

Implementation: Proceed with a stepped transition of duties to the candidate(s); as suitability is affirmed, transfer increasing responsibility to new leadership.

Funding Needed: Overlapping salary costs, possible travel expenses
- 4 Successfully transfer all primary leadership duties from Dr. Waldron by approximately 2025 or 2026.

Phasing: Upon completion of transition

Responsibility: Governance Committee, Board

Implementation: Formally confirm Dr. Waldron's successor(s); move to new leadership protocols for Dr. Waldron's previous roles; encourage the prospect that Dr. Waldron will continue teaching as the Lord gives strength.

Funding Needed: –

Strategic Task 2

Broaden and strengthen the vital roles of local pastors and local churches in the mentoring process of CBTS students.

Actions:

- 1 Continue to develop helpful and accessible materials about pastoral mentoring on the CBTS website.

Phasing: Years 1 and 2

Responsibility: Academic Committee, Dean, Staff

Implementation: Dedicate staff time to adding content on pastoral mentoring approaches; provide timely and thorough follow-up with all pastoral mentors.

Funding Needed: Additional staff time
- 2 Invest time and effort to make local church elder boards and congregations more aware of their important roles in mentoring men who aspire to the pastoral ministry.

Phasing: Years 1-3

Responsibility: Academic Committee, Staff

Implementation: Set a budget line item for staff to visit local churches; present the vision for pastoral mentoring as an essential complement to academic training.

Funding Needed: Additional staff time and travel expenses
- 3 Enlarge opportunities for local pastors to develop their mentoring skills.

Phasing: Years 2 and 3

Responsibility: Academic Committee, Staff

Implementation: Conduct virtual or in-person pastoral mentoring workshops, seminars and conferences; encourage writing, preaching and dialog on the shared task of 2 Tim. 2:2.

Funding Needed: Additional staff time; travel and conference expenses
- 4 Keep the essential role of pastoral mentoring at the forefront of the seminary's ongoing preparation of pastoral candidates.

Phasing: Years 1-3

Responsibility: Academic Committee, Dean, Staff, Board

Implementation: Consider a Board subcommittee or full committee to oversee CBTS's pastoral mentoring efforts; adopt a standing agenda item on mentoring for all Board meetings.

Funding Needed: Additional staff time

Strategic Task 3

Assist CBTS pastoral students to find internships and permanent placement opportunities in local churches.

Actions:

- 1 Develop and expand CBTS's role in networking between its students and local churches looking for pastoral help.

Phasing: Years 1 and 2
Responsibility: Dean, Staff
Implementation: Maintain current postings of placement opportunities, both short- and long-term; make information available to CBTS students; provide advisory assistance.
Funding Needed: Additional staff time
- 2 Encourage broader participation among CBTS students to take short internship assignments.

Phasing: Years 2 and 3
Responsibility: Dean, Staff
Implementation: Adopt a seasonal schedule for students to apply for local church internships; oversee their involvement and provide feedback to both students and participating churches.
Funding Needed: Additional staff time
- 3 Liaison with graduating CBTS students, their pastoral mentors, and local church leaders who are seeking pastoral candidates.

Phasing: Years 1-3
Responsibility: Dean, Staff
Implementation: Incorporate pastoral placement into CBTS's church partnership and pastoral mentoring models; encourage students to take full advantage of placement opportunities throughout their academic preparation; maintain close contact with churches interested in pastoral candidates; provide prompt, confidential communication with everyone involved.
Funding Needed: Additional staff time, possible travel expenses

Strategic Task 4

Expand development efforts to secure a more substantial and diversified support base.

Actions:

- 1 Anticipate the rising financial demands of CBTS's rapid growth by producing and implementing a comprehensive Development Plan.

Phasing: Year 1
Responsibility: Development Committee
Implementation: Analyze donation trends for strengths and weaknesses; project five-year institutional needs; prepare a response in the form of a development plan to guide future development activities.
Funding Needed: Possible outside consulting assistance
- 2 Incorporate features of the new donor software to expand the seminary's contact base and to track existing and potential donors.

Phasing: Year 1
Responsibility: Development Committee, Staff
Implementation: Identify key areas that would enhance the seminary's development strategy; adapt the donor software to CBTS's specific needs; monitor progress and report periodically to the Development Committee and Board.
Funding Needed: Additional staff time
- 3 Continue to produce regularly scheduled communications and to make direct contacts with CBTS's support base.

Phasing: Years 1-3
Responsibility: Development Committee, Dean, Staff, Board
Implementation: Maintain an annual schedule for monthly communications and other fund-raising actions; highlight special giving opportunities and needs; provide adequate resources for regular, coordinated development activities.
Funding Needed: Additional staff time

Strategic Task 5

Build on the seminary's successful accreditation effort through additional credentialing and networking.

Actions:

- 1 Maintain CBTS's accreditation from ARTS by timely and thorough implementation of all self-study recommendations.

Phasing: Year 1

Responsibility: Academic Committee, Dean, Staff, Board

Implementation: Monitor detailed progress on all ARTS recommendations; provide quarterly and annual reports to the Board

Funding Needed: Additional staff time
- 2 Explore the feasibility and benefits of additional credentialing by other agencies.

Phasing: Years 1 and 2

Responsibility: Academic Committee, Staff

Implementation: Research eligibility and requirements for accreditation or certification by higher education agencies such as CHEA and others; evaluate costs and benefits to pursue such credentialing

Funding Needed: Additional staff time
- 3 Lead among like-minded seminaries to develop collaborative strengthening of programs and accreditation standards.

Phasing: Years 2 and 3

Responsibility: Academic Committee, Staff

Implementation: Build working relationships with "sister" seminaries to address shared needs; contribute to improved accreditation processes and institutional performance.

Funding Needed: Additional staff time

Strategic Task 6

Implement practices of institutional effectiveness planning to strengthen student learning and apply seminary resources efficiently.

Actions:

- 1 Follow guidelines of the ARTS accreditation self-study to incorporate institutional effectiveness planning into the life of the seminary.

Phasing: Year 1

Responsibility: Academic Committee, Dean, Staff

Implementation: Invest time to outline ARTS recommendations and develop a detailed Institutional Effectiveness Plan; identify actions and calendar milestones to embed institutional effectiveness planning into the core elements of CBTS's planning and self-evaluation efforts.

Funding Needed: Additional staff time
- 2 Build a strong model of institutional effectiveness planning tailored to CBTS's specific mission and profile.

Phasing: Years 2 and 3

Responsibility: Academic Committee, Dean, Staff, Board

Implementation: Consider the broad implications of institutional effectiveness planning in light of the unusual nature of pastoral training at CBTS (online/mentorships/international); adapt current "best practices" into a stronger planning framework for future years.

Funding Needed: Additional staff time

Strategic Task 7

Find additional gifted and godly faculty members for CBTS and provide faculty training opportunities.

Actions:

- 1 Respond vigorously to the growing size of the CBTS student body by adding more qualified faculty.

Phasing: Years 1-3
Responsibility: Academic Committee, Dean
Implementation: Identify current faculty needs; project teaching resource needs for next 3 to 5 years; search for qualified candidates to meet respective needs
Funding Needed: Additional staff time
- 2 Develop an appropriate program of professional development and other training aids for CBTS faculty members.

Phasing: Years 1-3
Responsibility: Academic Committee, Dean
Implementation: Review ARTS recommendations for faculty professional development; explore available options and evaluate feasibility and effectiveness; design a training track for CBTS faculty that would instill “best practices” in online teaching and improve student learning and character formation; encourage participation and assist financially, as needed.
Funding Needed: Additional staff time; possible financial assistance for faculty members

Strategic Task 8

Provide additional administrative resources to support the growing seminary program.

Actions:

- 1 Evaluate current needs and add administrative staff as appropriate.

Phasing: Year 1

Responsibility: Dean, Staff, Board

Implementation: Continue the hiring of personnel and outsourcing of some tasks; monitor administrative needs and funding parameters, and respond as needed.

Funding Needed: Additional staff salaries
- 2 Respond to the seminary's special need for adequate technology support including student access to digital theological materials.

Phasing: Years 1 and 2

Responsibility: Academic Committee, Staff

Implementation: Provide students with access to online theological materials to augment existing library resources; identify other technology needs to support online and modular teaching.

Funding Needed: Additional staff time, possible student financial assistance, possible equipment upgrades
- 3 Articulate a comprehensive administrative plan to address the growing complexity of administrative duties.

Phasing: Years 1 and 2

Responsibility: Dean, Staff, Board

Implementation: Evaluate division of responsibilities, reporting structure, and overall resource usage; develop an administrative plan that meets the seminary's needs effectively and provides a solid foundation for future growth.

Funding Needed: Additional staff time, possible outside consulting expenses

Strategic Task 9

Provide adequate facilities for the seminary's expanding program.

Actions:

- 1 Monitor immediate space needs in Owensboro and consider alternate responses to meet those needs.

Phasing: Year 1
Responsibility: Dean, Staff, Board
Implementation: Evaluate adequacy of office and meeting space; identify other space needs at Owensboro campus likely in the next 3-5 years; explore options for needed facilities; coordinate closely with the host church.
Funding Needed: Additional staff time, possible space expansion costs
- 2 Continue to develop capacity to record classes and host in-person modules at locations other than the Owensboro campus.

Phasing: Years 1-3
Responsibility: Academic Committee, Dean, Staff
Implementation: Identify probable satellite locations and plan each facility accordingly; purchase and install equipment; monitor emerging needs and make upgrades.
Funding Needed: Additional staff time, possible equipment costs
- 3 Establish a Board-level Facilities Committee charged with forecasting and planning for future facility needs.

Phasing: Years 2 and 3
Responsibility: Dean, Board
Implementation: Prepare a committee charter that emphasizes high-level strategic planning to serve the CBTS teaching programs, to provide strong administrative support, and to maximize the impact of facility and equipment investments; seek members to serve on this committee who will work in close liaison with the CBTS Dean and staff and the host church.
Funding Needed: –

Strategic Task 10

Strengthen CBTS's capacity to oversee multiple international seminary programs.

Actions:

- 1 Continue to develop guidelines and standards for international programs seeking oversight by CBTS.

Phasing: Years 1-3

Responsibility: International Programs Committee, Dean, Board

Implementation: Review, refine and expand current written documents based on experience working with current programs; consider requirements to oversee new programs located in other contexts.

Funding Needed: Additional staff time
- 2 Continue to monitor CBTS faculty and administrative support required by the growing number of international programs, and secure a strong financial base for this effort.

Phasing: Years 1-3

Responsibility: International Programs Committee, Development Committee, Dean

Implementation: Document allocation of faculty and staff time to support international programs; forecast future costs; seek gifts to fund CBTS oversight.

Funding Needed: Additional staff time, possible travel expenses, designated donor support
- 3 Encourage more student participation by implementing and expanding a financial assistance program for international students.

Phasing: Years 1 and 2

Responsibility: International Programs Committee, Staff

Implementation: Monitor participation in the William Carey Scholarship Fund; solicit donor support.

Funding Needed: Additional staff time, designated donor support
- 4 Encourage translation and publication of supporting materials and make these materials accessible to international students.

Phasing: Years 1-3

Responsibility: Int'l Programs Committee, Staff

Implementation: Develop a priority list and timetable for publishing needed materials; solicit donor support.

Funding Needed: Additional staff time, designated donor support

Strategic Task 11

Grow and mature the CBTS Board of Directors to lead the expanding seminary program.

Actions:

- 1 Continue to document, refine and expand the Board Manual and associated policy and procedural guidelines.

Phasing: Years 1-3
Responsibility: Board
Implementation: Review current documents for compliance with ARTS self-study recommendations; research other sources for “best practice” models; consider future CBTS program needs to provide a strong policy base for Board operations.
Funding Needed: –
- 2 Foster godly professionalism and a broader range of governance capacity among CBTS Board members.

Phasing: Years 1-3
Responsibility: Board
Implementation: Encourage reading, training and other forms of professional development by Board members; target current and anticipated gifting needs in looking for future Board candidates.
Funding Needed: –
- 3 Periodically review Board and committee structures to assure optimal effectiveness.

Phasing: Years 1-3
Responsibility: Board, Dean, Staff
Implementation: Incorporate a reflective and thorough evaluation of Board operations and committee performance as part of the institutional effectiveness planning process; recommend and implement any needed changes.
Funding Needed: Additional staff time
- 4 In concert with the seminary’s priority for governance by men with pastoral gift, add capacity to sustain donor development efforts.

Phasing: Years 2-3
Responsibility: Board, Development Committee
Implementation: Consider options to bring increased fund-raising capacity to the seminary at Board level.
Funding Needed: –

Strategic Task 12

Assure that CBTS anticipates and responds to policy and legal issues in a manner that sustains the seminary's viability.

Actions:

- 1 Continue to research and document key areas of concern.

Phasing: Year 1

Responsibility: Governance Committee, Dean, Board

Implementation: Review current areas of concern; assign responsibility for research, policy documentation, and continued monitoring.

Funding Needed: –
- 2 Prepare careful and defensible statements on all sensitive legal matters affecting the seminary.

Phasing: Years 1-3

Responsibility: Governance Committee, Dean, Board

Implementation: Maintain clear and consistent policy writeups and especially for potentially sensitive topics; seek professional assistance to research, advise and review, as needed.

Funding Needed: Possible outside legal or other advisement costs
- 3 Identify organizations and individuals who may be needed as partners for future legal issues.

Phasing: Years 1-3

Responsibility: Governance Committee, Dean, Board

Implementation: Anticipate future issues that could potentially affect the seminary negatively; research expert sources for needed assistance.

Funding Needed: Possible outside legal or other advisement costs

Strategic Task 13

Communicate CBTS's core vision, mission and values to all current and potential stakeholders.

Actions:

- 1 Continue to provide effective communication via the seminary website, media outreaches, and personal presentations.

Phasing: Years 1-3
Responsibility: Development Committee, Staff
Implementation: Regularly review website and media resources for high-level vision content; provide all faculty, staff and Board members with ample materials to present the seminary's vision and mission.
Funding Needed: Additional staff time
- 2 Integrate the clear communication of vision and mission with donor development efforts at all levels.

Phasing: Years 1-3
Responsibility: Development Committee, Dean, Staff, Board
Implementation: Identify potential donors and other stakeholders on an ongoing basis; assign contact points among CBTS staff and Board; coordinate initial communication and subsequent follow-up efforts through the Development Committee.
Funding Needed: Additional staff time
- 3 Conduct annual reviews to assess the effectiveness of communicating the seminary's vision, mission and values.

Phasing: Years 1-3
Responsibility: Development Committee, Board
Implementation: Schedule an annual review of seminary communication resources and actions; evaluate their effectiveness and propose additional efforts; provide input to the periodic updating of CBTS's Development Plan.
Funding Needed: Possible outside consulting involvement

Part V — Implementation

The CBTS Board and staff is already actively pursuing many of the proposals outlined in this report. Given the growth and expansion of the seminary program, several issues of implementation should be considered:

(1) Governance Structure

In the prior Strategic Plan, four Board committees were operational and three new committees were proposed. In this update eight Board committees are proposed, two of which have not yet been formed. In addition, the administrative functions of the seminary have advanced to include four full-time positions. These updates and proposed changes are shown on the accompanying Organizational Chart.

While each of the Board committees has a specific charter outlining the scope of its ongoing responsibilities, implementation of these Strategic Plan recommendations generally falls to the following committees:

- Governance:
 - Task 1, Leadership Succession
 - Task 12, Policy and Legal Issues
- Academic:
 - Task 2, Pastoral Mentoring (until Pastoral Mentoring Committee is formed)
 - Task 5, Accreditation Follow-up
 - Task 6, Institutional Effectiveness Planning
 - Task 7, Faculty Expansion
 - Task 8, Administrative Expansion
- Pastoral Mentoring:
 - Task 2, Pastoral Mentoring
 - Task 3, Pastoral Placement
- Development:
 - Task 4, Development Plan
 - Task 13, Communicating Vision
- Facilities:
 - Task 9, Facilities Expansion
- International Programs:
 - Task 10, International Programs

- Board of Directors (generally):
Task 11, Board Development

(2) Funding Considerations

The Lord has abundantly blessed the seminary financially over the past three years, making the addition of needed staff possible and grounding CBTS well for its future work. The seminary is pursuing a prudent course of annual budgeting to assure that expenses do not exceed projected income.

This Strategic Plan Update highlights additional funding requirements to pursue the strategic tasks. These may be briefly listed as:

- Overlapping salaries:
 - Task 1, Action 3 – transition of Dr. Waldron’s successor(s)
- Possible outside consulting:
 - Task 4, Action 1 – Development Plan
 - Task 8, Action 3 – administrative planning
 - Task 12, Actions 2 and 3 – legal advisement
 - Task 13, Action 3 – periodic evaluation of Development Plan
- Possible travel expenses:
 - Task 1, Actions 2 and 3 – candidate search and transition period
 - Task 2, Actions 2 and 3 – facilitating pastoral mentoring program
 - Task 3, Action 3 – facilitating pastoral placement program
 - Task 10, Action 2 – overseeing international programs
- Possible financial assistance:
 - Task 7, Action 2 – faculty professional development
 - Task 8, Action 2 – student assistance to obtain digital resources
- Facilities and equipment expenses:
 - Task 9, Actions 1 and 2 – space expansion and equipment upgrades
- Additional staff time requirements:
 - Includes participation in most strategic tasks (see Tasks and Actions)

(3) Ongoing Assessment of the Strategic Plan

A strategic plan is not a static document. We fully expect that new opportunities and challenges will surface in the next three years that we have not anticipated. Progress to

execute this plan should be tracked at least quarterly by the Development Committee and annually by the full board.

As we approach the end of the strategic planning timeframe in 2023, it will be appropriate to launch a third round of three-year planning for 2024-2026, as the Lord continues to prosper the work of Covenant Baptist Theological Seminary.

Covenant Baptist Theological Seminary Organizational Chart

