

PAIDEIA
Leading Christian Schools

ABHE Trustees Forum

 The Association for
Biblical Higher Education
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**ADDRESSING MISSIONAL ISSUES
THAT MATTER**

"Strategic Future-Oriented Planning"

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- ❑ Strategic Planning is war planning
- ❑ "God don't back no flops"
- ❑ SWOT or Sweat: What's the difference?
- ❑ "The process is the plan"

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Presented by

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January 20, 2017

Dear Dr. Lockerbie,

I wanted to let you know that the Board adopted the Strategic Plan last night. Thank you again for your help in getting us to this important milestone!

Two things in particular that we couldn't have done on our own. First, your work with the **focus groups** brought an outside, independent, experienced view that allowed us to collect **"unfiltered" feedback**.

Second, setting **an aggressive set of checkpoints** kept the heat on us to drive forward to hit the final checkpoint in mid November. Without that, there would have been **a temptation to procrastinate**, given all the other things happening at the school and even in the personal lives of the Committee members.

So, thank you for your guidance.

I wish you all God's blessing!

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"IN THE INTEREST OF FULL DISCLOSURE"

- ❑ Boyhood acquaintance with Bible college
- ❑ Uncle John Honeyman
- ❑ John Dunkin, Baptist Bible Seminary
- ❑ AABC "General Education Standards"
- ❑ 50th Anniversary 1997
- ❑ 60th Anniversary 2007
- ❑ My respect for today's Bible colleges

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STRATEGIC PLANNING

 Leadership Development
Psalm 1

- ❑ What it means
- ❑ Why it is essential
- ❑ How it is done effectively



STRATEGIC PLANNING

STRATEGIC PLANNING: WHAT IT IS



Strategos: Greek for military commander. Pericles, Alexander, Napoleon, and others: Each is a **strategos** or military commander, and each of them is responsible for making battle plans.

How is strategy different from tactics?

In what respect is our strategic planning a form of war planning?



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HOW IS IT DONE AS RECOMMENDED BY PAIDEIA, Inc.?

1. Mission and Vision confirmation
2. SWOT analysis and interpretation
3. Strategic Planning Task Force
4. Readiness Study
5. Capital Campaign to fund plan



STRATEGIC PLANNING

OR SHIFT TO "GAME PLAN"

In every sport, the coach or individual player prepares for competition by developing a strategy for defeating the opponent. But at halftime or some other point in the competition, the coach or athlete must evaluate how well the plan is working or not—in which case, an alternate plan must be engaged.



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WHAT IS OUR COMMON PURPOSE?

"The purpose of a Christian education would not be merely to make men and women pious Christians . . . A Christian education would primarily train people to be able to think in Christian categories."

T. S. Eliot

WHAT DOES THIS MEAN FOR YOU?



STRATEGIC PLANNING

OR SHIFT TO "FLIGHT PLAN"

Every airline pilot receives a set of orders to direct his/her flight path from take-off to landing. No pilot decides where to fly whim or personal choice—except in a dire emergency. You and I as passengers rely on the pilot to follow those orders and take us to our desired destination by the safest and fastest route for on-time arrival.



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MISSION LBC exists to educate Christian students to think and live a biblical worldview and to proclaim Christ by serving Him in the Church and society.

VISION LBC will be a premier learning community that intentionally develops the head, heart, and hands of servant ministry leaders for global impact.



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MISSION / VISION CONFIRMATION

How well does our current mission statement express our intended purpose? What needs to be clarified? What has changed and needs to be addressed? What must be asserted with greater force?

No effective planning can commence until the current mission/vision is reviewed and either sustained or revised as needed.



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WHAT IS YOUR FIDUCIARY OBLIGATION?

- ☐ Fund the mission/vision fully
- ☐ Provide your president/CEO with a current strategic plan by which to lead the college and against which to assess his/her effectiveness
- ☐ **PRAY PROVIDE PLAN**



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"GOD DON'T BACK NO FLOPS"

Ethel Waters

- ☐ Movie / Broadway actress and singer
- ☐ Billy Graham NYC Crusade 1957 soloist
- ☐ "His Eye Is on the Sparrow"
- ☐ A theatrical maxim: "If God be for us ..."
- ☐ What's the test of a **hit** or a **flop**?
- ☐ How *worthy* is your "*worthy cause*"?



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**"HOW DO WE KNOW WHAT TO PLAN?
ONLY GOD KNOWS THE FUTURE!"**

- ☐ God has plans for us Jeremiah 29:11
- ☐ Common sense: battle various proverbs
- ☐ Common sense: building Luke 14:28
- ☐ Common sense: ask constituents!

SWOT, not SWEAT



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BROADWAY SHOW HAS INVESTORS

("angels" or producers)

**YOUR COLLEGE HAS
BOARD MEMBERS**

Each has a *fiduciary obligation* to fund the show or the college fully.

Failure to do so is liable to court action called *breach of fiduciary*.



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**WHAT IS THE VALUE AND POWER OF
PUBLIC OPINION?**

- ☐ How well is your college regarded by
 - your own faculty and students?
 - your alumni?
 - your immediate community?
 - your broader constituency?
 - your peers?



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STRENGTHS / WEAKNESSES / OPPORTUNITIES / THREATS

The Board needs to know what the college and its community value or disparege. Using a broad-based and confidential interview to test their opinions gives a **SWOT analysis** and identifies by reiteration the critical issues to be addressed by a strategic plan.

PAIDEIA, Inc. provides this service.



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THE PROCESS IS THE PLAN!

What does this mean?

Obviously the Board expects a final work product/document to be developed, but almost as important is the **interaction and bonding** among the planning committee who will not allow the plan to languish!



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INTERPRET AND PRIORITIZE

1. Board receives PAIDEIA, Inc.'s report
2. Interprets/identifies critical issues
3. Sets priorities and how to address them
4. Decides how much money is needed
5. Board engages in a **readiness study**
6. Board begins to identify major donors
7. Board plans on reasonable expectations



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BOARD APPOINTS STRATEGIC PLANNING TASK FORCE

Co-Chairs

Subcommittee Chairs (4-5 main issues)

**Members of Subcommittees
(broad-based representation)**

How long does it take to develop a plan?

It depends on commitment of time.



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READINESS STUDY

1. Board engages 3rd party (PAIDEIA, Inc.)
2. Identifies/informs/invites persons for interviews re critical issues and plan
3. PAIDEIA, Inc. conducts interviews
4. Report estimates \$\$\$\$\$
5. Board interprets report and decides if and how far to proceed



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STRATEGIC PLANNING TASK FORCE

1. Meets as subcommittees often enough
2. Limited to its assigned topics
3. Mid-course report of all committees
4. Cost Analysis committee begins late
5. Final editing meeting of all SPTF
6. Submit to Board for approval
7. Advocacy but utter confidentiality



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STRATEGIC PLANNING TASK FORCE**Staircase Model for Each Goal**

_____ Goal met
_____ Fourth action
_____ Third action
_____ Second action
_____ First action
_____ Starting point: Where we are today



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ONCE AGAIN:**"THE PROCESS IS THE PLAN"**

PAIDEIA, Inc. believes that, while a final document is the immediate objective, almost as significant is the *process* or interaction among the planners—volunteers and professionals—who give their time and imagination in a commitment to advancing the *mission and vision* of the college, urging and implementing the *action steps* toward achieving each stated goal in a *timely and effective manner*.



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STRATEGIC PLANNING TASK FORCE**For Each Goal:**

- ☐ a time-line specifying progress toward completion
- ☐ identify officer responsible for action
- ☐ budget and funding to be approved by Board



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DISCUSSION:

- ☐ What is the current state of strategic planning at your college?
- ☐ What is your progress report to date?
- ☐ How are you using your plan to advance the college?
- ☐ When do you need a new/revised plan?
- ☐ What comment/critique can you offer?



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HOW DO WE BEGIN TO APPROACH AND ACHIEVE THESE GOALS?

The first move toward implementing a plan is

COMMUNICATION**TO AND WITH CONSTITUENTS**

Let the people know what's being planned and how it affects us!



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HOW CAN PAIDEIA, Inc. SERVE YOUR BOARD AND PRESIDENT?

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