



Comprehensive Strategic Plan (CSP)

2026–30

"They read from the book of the Law of God, making it clear and giving the meaning so that the people could understand what was being read."

Nehemiah 8:8

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on the TBS website under “About Us”

The Bible Seminary

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Note: For additional information, consider the TBS handbooks as companion documents to this plan.

Introduction



LIFE · LEADERSHIP · LEGACY

The Bible Seminary (TBS) is an independent, non-denominational Christian 501(c)(3) charitable institution of higher education incorporated in Texas in 2010 to offer training for laity and vocational ministry professionals. On-campus and Distance Education programs include Master of Divinity, Master of Arts, and Dual Degree Completion programs and non-degree Certificate of Theological Studies, seminars, and study tours.

The seminary is an accredited member of the Transnational Association of Christian Colleges and Schools (TRACS), a member of the National Council for State Authorization Reciprocity Agreements (NC-SARA) approved to offer Distance Education, a member of the Council for Higher Education Accreditation (CHEA), an approved CEU provider for the Association of Christian Schools International (ACSI), and an accredited member of the Evangelical Council for Financial Accountability (ECFA).

TBS aims to glorify God by impacting multitudes of souls for Christ and to help fulfill the Great Commission by the power of God's Spirit. Our mission is to foster biblical literacy through comprehensive and strategic studies of all 66 books of the Bible, cultivate professional leadership skills for life and ministry, and deploy Christian disciples in service worldwide. Faculty integrate studies of the Bible with historical, theological, and practical disciplines and engage in experiential education through classroom instruction, study tours, hands-on ministry training, and community-based training with ministry professionals.

Leadership includes Dr. K. Lynn Lewis, President; Dr. Scott Stripling, Provost and Vice-President of Donor Relations; Dr. Craig Evans, Distinguished Research Professor; and Dr. Israel Steinmetz, Academic Dean and Associate Professor; staff; numerous adjunct faculty members, ministry professionals, and mentors who serve as part of the teaching team; and a Board of Trustees.

Accreditation



The Bible Seminary is a member of the Transnational Association of Christian Colleges and Schools (TRACS) [15935 Forest Road, Forest, VA 24551; Telephone: (434) 525-9539; e-mail: info@tracs.org], having been awarded Reaffirmation of Accreditation (I) as a Category III institution by the TRACS Accreditation Commission on April 28, 2025. This status is effective as of July 1, 2025, and is good through June 30, 2035. TRACS is recognized by the United States Department of Education (ED), the Council for Higher Education Accreditation (CHEA), and the International Network for Quality Assurance Agencies in Higher Education (INQAAHE). For more information, visit [TRACS.org](https://tracs.org).

TBS is an Accredited member of the Evangelical Council for Financial Accountability (ECFA). Based on the ECFA Seven Standards of Responsible Stewardship™, including financial accountability, transparency, sound board governance and ethical fundraising, ECFA accredits leading Christian nonprofit organizations that faithfully demonstrate compliance with the ECFA Standards pertaining to financial accountability, fundraising, and board governance. For more information, visit [ECFA.org](https://ecfa.org) or call 1-800-323-9473.



TBS participates in the State Authorization Reciprocity Agreements (SARA), a private nonprofit organization 501(c)(3) that helps expand students' access to educational opportunities and ensure more efficient, consistent, and effective regulation of distance education programs. For more information, visit [NC-SARA.org](https://nc-sara.org).



PARTICIPATING INSTITUTION

Also see:

- [Council for Higher Education Database of Accredited Institutions](#)
- [U.S. Department of Education Database of Accredited Institutions](#)

Covenantal Documents

The Bible Seminary requires all administration and staff, Board members, faculty, and graduate students to read and sign agreement with the covenantal documents below that help define the ideological, relational, and theological parameters of the seminary community. Generally, everyone signs these documents annually in conjunction with their employment, enrollment or re-enrollment, and service contracts.

Vision and Mission

Vision: The Bible Seminary (TBS) exists to glorify God by impacting multitudes of souls for Christ and to help fulfill the Great Commission by the power of God's Spirit.

Mission: Our mission is to foster biblical literacy through studies of all 66 books of the Bible, cultivate professional and lay leadership skills, and deploy trained Christian disciples in service worldwide.

Key Verse: "They read from the book of the Law of God, making it clear and giving the meanings so that the people could understand what was being read." – Nehemiah 8:8

Core Values

Key Verse

"They read from the book of the Law of God, making it clear and giving the meaning so that the people could understand what was being read."
Nehemiah 8:8

Lordship – Because He is Lord (Philippians 2:11), we will continually ask Jesus Christ to sit on the throne of the seminary and on the throne of the lives of its faculty, administrators, and students for the glory of God (1 Corinthians 10:31).

Bible – Because the Bible is the fully true Word of God (2 Timothy 3:16), we will offer and require the study of all 66 books of the Bible before graduation with a degree. We will seek to creatively integrate classical theological disciplines and ministry training by studying books of the Bible (i.e. Church History will begin with the Book of Acts and keep going; Pastoral Leadership will come through the study of the Pastoral Epistles; Systematic Theology will flow out of the study of the Pauline Epistles).

Prayer – Because apart from Him we can do nothing (John 15:5), we will continually seek to plug into the Vine Jesus Christ through yielding to Him in prayer. We will offer a unique emphasis on prayer, integrated with the curriculum, in classroom settings, meetings, and continual prayer opportunities in the life of the seminary.

Unreached Peoples – Because the return of Christ awaits the evangelization of all people groups (Matthew 24:14), we will keep our eyes on the unreached peoples of the world and train our students to have a heart for the fulfillment of the Great Commission (Matthew 28:18-20) by seeking to reach millions of souls for Jesus Christ.

Local Church – Because the church universal (the body of Christ) is God's plan (Matthew 16:18), comprised of local churches (Acts 20:28; Romans 16:3-5; Acts 5:42), we will have a symbiotic relationship of service, training and education with local churches and parachurch ministries.

Community – Because we were created for community (Genesis 1:26; Hebrews 10:24-25), we will seek to build a unique fellowship where we continually grow together in relationship and as followers of Christ, seeking to live as examples of biblical community, where authenticity and accountability are practiced, and where integrity is modeled and taught (Romans 12:4-5; Acts 2:42-47; 4:32-35).

Compassion – Because God has a huge heart for the poor and overlooked (Matthew 25:31-46), we will strive to motivate, equip, and train students to minister to "the least of these" as a lifestyle.

Institutional Objectives

The Bible Seminary strives to provide faculty, staff, and support services that:

- Promote belief in Jesus Christ as **LORD** and the centrality of discipleship by offering Christ-centered educational programs and courses.
- Promote all 66 books of the **BIBLE** as the fully true Word of God by integrating the study of these biblical books into studies of classical theological disciplines and ministry training.
- Promote the vital priority of **PRAYER** by modeling and teaching prayer in classes, events, meetings, publications, and retreats.
- Promote awareness of and compassion for **UNREACHED PEOPLES** of the world by offering education in missions and engagement in cross-cultural endeavors.
- Promote experiential training by integrating **LOCAL CHURCH** and parachurch ministry leaders, site visits, and service opportunities into educational experiences.
- Promote authenticity, accountability, and integrity through genuine communication, collaborative learning, and ethical relationships in an academic faith **COMMUNITY**.
- Promote **COMPASSION** by providing education and cooperative experiences in ministering to the poor, overlooked, and underprivileged.

Progress in achieving each institutional objective is measured with Likert Scale assessments completed by students prior to beginning and upon completion of curriculum.

Institutional Outcomes

- The student will demonstrate mastery of all 66 biblical books by completing a summative Capstone project (CAP 590) as the culmination of his or her program prior to graduating with a degree.
- The student will demonstrate learning proficiency, progression in study skills, and academic achievement through successfully passing course exams, improving scores between pre-course and post-course assessments, research reports, written papers, and class presentations.
- The student will demonstrate evidence of core ministry skills in basic and advanced hermeneutics, pastoral leadership, preaching and teaching, biblically-based counseling, and cultivation of personal and group spiritual formation by successfully passing course exams, improving scores between pre-course and post-course assessments, and submitting respectable quality research reports, written papers, class presentations, and ministry service reports.
- The student will demonstrate exegetical comprehension and applied learning from the study of biblical cultures, languages, history and theology through successful engagement in course assignments and ministry activities within the seminary educational community and beyond, and by successfully passing course exams, improving scores between pre-course and post-course assessments, and submitting respectable quality, research reports, written papers and class presentations.

Doctrinal Statement

- **We believe in the inspiration and authority of Scripture** – The Bible is the only inspired Word of God, fully true, and our sole authority for all that we believe and do (2 Timothy 3:16-17; 2 Peter 1:20-21; Matthew 5:18). We hold to the inerrancy of Scripture, as outlined in the “Chicago Statement on Biblical Inerrancy.”
- **We believe in one God** – There is only one true God who exists eternally in three Persons: God the Father, God the Son, and God the Holy Spirit (Genesis 1:26; Deuteronomy 6:4; Matthew 28:19; John 14:9; Acts 5:3-4,9; 2 Corinthians 3:17; 13:14; Hebrews 1:1-3, 1 John 5:7).
- **We believe in the deity and humanity of Christ** – Jesus Christ is Lord, being fully God and yet fully Man, born of a virgin, as affirmed in the Nicene, and Apostles’ Creeds (Matthew 1:18-23; Luke 1:26-38; John 1:1-2,14; Philippians 2:5-8; Colossians 1:13-20; Hebrews 1:8).
- **We believe in substitutionary atonement** – Jesus Christ died on the cross as our substitute – taking upon Himself the penalty of the sins of fallen humans (John 1:29; Romans 3:25-26; 5:8, 12-19; Galatians 3:13; 2 Corinthians 5:21; 1 Peter 3:18).
- **We believe in the resurrection of Christ** – Jesus rose from the dead in a bodily resurrection defeating sin and death (Romans 6:4-9; 10:9; 1 Corinthians 15:3-6).
- **We believe in salvation by grace through faith alone** – A person is saved from eternal separation from God as a free gift when that person places their faith in Jesus Christ who is the only way to the Father (John 1:12; 3:16; 5:24; 14:6; Acts 4:12; Romans 1:16-17; Ephesians 2:8-9; Revelation 21:27).
- **We believe in the Second Coming of Jesus Christ** – Jesus Christ will come again to judge the living and the dead (Matthew 24-25; Acts 1:9-11; 1 Thessalonians 4:13-18; Revelation 19-21).
- **We believe in heaven and hell** – Believers in Jesus Christ will be resurrected to everlasting blessedness and joy in eternal fellowship with God (1 Corinthians 15:35-57; 2 Corinthians 5:1-9; Philippians 3:20-21; 1 Thessalonians 4:13-17; Revelation 21:1-7; 22:1-5). Unbelievers will be resurrected to conscious separation from God and eternal punishment (Matthew 25:41,46; Mark 9:43-48; 2 Thessalonians 1:7-9; Revelation 14:9-11; 20:10-15; 21:8).

WHERE WE STAND ON SOME CONTROVERSIAL SOCIAL ISSUES

We acknowledge that the following social issues generate much pain and division in some churches, and we do not approach these issues lightly or glibly. But we also acknowledge that at the heart, these are authority of Scripture issues. We believe the Bible is clear about the following:

- **Abortion** – We believe human life inside a mother’s womb begins at conception and that at conception, a real human being is created in the image of God (Psalm 139:13-16; Jeremiah 1:4-5; Luke 1:39-45) and, therefore, that abortion is murder and wrong/sin (Exodus 20:13). We believe God offers full forgiveness to an abortive mother/father who has turned to Jesus Christ (Colossians 2:13-15; Ephesians 1:7).
- **Celibacy, Marriage, and Sexuality** – We believe God created humans in His image, intentionally and immutably male and female, each bringing unique and complementary qualities to sexuality and relationships (e.g., Genesis 1:27; 2:18, 21-24; Matthew 19:4-5; Ephesians 5:22-33). Celibacy, marriage, and sexuality in general are gifts from God to be expressed: (1) within specific boundaries He designed for our safety and pleasure, and (2) within the confines of His purposes, which include gratefully honoring the Lord with our bodies and minds (e.g., Proverbs 6:20-7:27; Romans 12:1-2; 1 Corinthians 6:19-20; 7:19-20; Ephesians 4:17-5:21).

We believe God ordained marriage to be a lifelong union between one man and one woman (e.g., Genesis 2:18, 21-24; Matthew 19:4-9, Mark 10:5-9, Ephesians 5:31). God's design for sexual acts is within marriage for the purpose of moral human procreation and the unique pleasurable intimacy (one flesh) intended for husbands and wives (e.g., Genesis 1:27-28; 9:1; 35:11; Psalm 127:3; Proverbs 5:18-19; Song of Solomon 7:6-13; 1 Corinthians 7:5). Sexual acts outside God-instituted boundaries are sinful and defy God's natural order, plans, and purposes (e.g., Exodus 20:14; Leviticus 18:7-23; 20:10-21; Matthew 5:27-28; 15:19; 1 Corinthians 6:9-13; Galatians 5:19; Colossians 3:5; 1 Thessalonians 4:2-8; 1 Timothy 1:8-11; Jude 7, cf. Genesis 19). We do not believe in ordaining self-avowed practitioners of such sexual sin and do not believe in the validity of ceremonies that celebrate same-sex unions (e.g., Leviticus 18:22; 20:13; Romans 1:18-32; Hebrews 13:4).

- **Ministry Leadership** – We believe persons engaged in willful, ongoing sinful practice(s) should not serve in ministry leadership (Romans 1:18-32; I Corinthians 5:1-13 and 6:9-20; I Thessalonians 4:1-8; I Timothy 3:1-13; Titus 1:5-9), and those already serving in ministry leadership who engage in ongoing sinful behavior(s) should be disciplined and removed from ministry leadership (I Samuel 15: Matthew 18:15-18). We believe true repentance is an essential first step in the sanctification process necessary towards restoration of ministry leadership (I Corinthians 6:9-11; I Thessalonians 4:1-8). Therefore, anyone considering ministry leadership via a path that includes seeking a degree from and/or working for The Bible Seminary should evidence public and private freedom from sinful behavior(s) over time (Matthew 3:8; Acts 26:20; James 2:14-26), since ministry leadership is incorporated into official positions and roles at The Bible Seminary, including administration, board, faculty, staff, volunteers and students.”

Ethos Statement

It is a high honor and privilege to represent God to people by training for and serving in ministry. When people see someone “in the ministry,” they see that person as representing Christ’s church. It is for this reason that the Bible outlines in 1 Timothy 3 some of the expectations and qualifications of a leader in the church. It is very important for each member of the seminary community (no matter what their position) to seek to live up to these standards (with God’s help and empowerment). Thus, we ask each member of the seminary community to covenant to lead a life that is “above reproach” as defined by the following Ethos Statement. The heart of this document is healthy community full of grace and truth (John 1:17).

As a member of the seminary community, I agree, with God’s help and empowerment, to live by the following ideals to the best of my ability:

1. I will seek to walk with God through a personal relationship with Jesus Christ (Genesis 5:22; John 17:3; Mark 12:29-31; Ephesians 2:8-9).
2. I will seek to have no other gods than Jesus Christ (Exodus 20:3-6; 1 Peter 3:15). I will seek to keep myself from idolatry (1 John 5:21) by not making idols out of money, sex, power, people, material things, school, or ministry success.
3. I will work as “unto the Lord” (Colossians 3:23-24). I will give God my best in my family, in my job performance, and in my training for ministry.
4. I will refrain from sexual immorality (1 Thessalonians 4:3-5). If I am married, I will be faithful to my spouse (Exodus 20:14). If I am single, I will remain celibate in my singleness. I will not engage in homosexual practice (1 Corinthians 6:9-11).
5. I will refrain from drunkenness or the use of illegal drugs (Ephesians 5:18). I will not allow a substance to control me, rather I will seek to be controlled by God. If I choose to “drink socially,” I will do so in a way that does not cause other people to stumble (1 Corinthians 8).
6. I will practice biblical conflict resolution. If someone hurts or offends me, I will go to that person and speak the truth in love (Ephesians 4:15,25) and forgive them (Ephesians 4:32). If this does not resolve the issue, I will then involve a second person as prescribed in Matthew 18:15-17. I will not slander another person by talking negatively about him/her (Ephesians 4:31). I will seek to build others up with my words (Ephesians 4:29). If I cannot bring resolution through these steps, I will seek counsel.
7. I will be respectful of those in authority over me and submit to their leadership (Hebrews 13:17) unless they were to call me to do something contrary to Scripture (Acts 5:27-29). I will seek humbleness in my life (1 Peter 5:5-6).

The purpose of this Ethos Statement is to maintain order (1 Corinthians 14:40) and to uphold integrity, respect, honor, and character (2 Timothy 2:20-22). There is plenty of grace in this community for mistakes (James 5:16), whereas there is not room in this community for blatant and unrepentant rebellion (1 Corinthians 5). I agree to do my best to live by this Ethos Statement with God’s help and power through Jesus Christ and for His glory.

Academic Freedom Statement

The Bible Seminary (TBS) is in mission to provide academic instruction and vocational training for Christian ministers to perform as pastors, counselors, missionaries, church planters, and leaders. Supporting this mission are the seven adopted Core Values of TBS and basic Christian convictions stated in the TBS Covenantal Documents and the Faculty Handbook.

Diversity of education and religious viewpoint is available to society through the plurality of global academic institutions. At TBS, we invite the richness of interpretation and study of the Bible as we seek its deepest meaning and truth. TBS is to be distinguished as an academic institution that shares a basic set of Core Values among its students, faculty, administrators, and Board of Trustees. Instruction, research, and academic investigation are to uphold and respect the positions provided in the Core Values, the Ethos and Doctrinal Statements, and the Faculty Handbook. For example, the following statement from the TBS Faculty Handbook summarizes one of our institutional doctrinal positions that we expect all TBS faculty to uphold:

Creationism versus Evolution

God created the heavens and the earth (Genesis 1:1); God set the land to produce seed-bearing plants and trees (Genesis 1:11-12); God created all living things in the sea and on land, and the birds of the sky (Genesis 1:20-25); and God created man, male and female (Genesis 1:26-27). Scientific observations make obvious that God's creation is uniquely enabled by God to adapt to its environment, making subtle changes over time to survive and thrive in the world – a process often described as “micro-evolution.” Humans have also adapted and diversified, as indicated by the many races, peoples, and societies that have developed through the ages. However, this ability to adapt is not a substitution for the absolute truth that God created humans in His image (Genesis 1:27), breathed life into man (Genesis 2:7), and, after the discovery of sin by the first humans, Adam and Eve, God dispatched mankind to the less-than-perfect circumstances in which we live life today (Genesis 3:14-24). Therefore, while we acknowledge the phenomena of micro-evolution, we reject the macro-evolutionary theory of how plants, animals, and humans came to exist. Rather, we embrace the biblical view of creation that God created the heavens and the earth and all that is within it, including humans. We are open to either a young earth view of creation (where “yowm” = 24-hour period) or an old earth view of creation (where “yowm” = an age).

In general, Academic freedom means individuals have rights to engage in intellectual debate, research, and speech, through written or electronic correspondence, on and off campus, without fear of censorship, retaliation, or sanction. This freedom encompasses rights to maintain academic standards and gives faculty members reasonable latitude in deciding how to teach assigned courses; encourages intellectual integrity; sustains pedagogical approaches consistent with disciplines taught; and informs evaluations of student work, all exercised within the shared boundaries defined by the TBS Covenantal Documents.

Academic freedom does not involve expressions that substantially impair the rights of others or the imposition of political, religious, or philosophical beliefs on individuals of the TBS community. Academic Freedom does not provide protection of faculty who demonstrate professional ignorance, incompetence, or dishonesty with regard to their assigned discipline or fields of expertise, or who engage in arbitrary or capricious evaluation of students.

All members of the TBS community have a right to due process. Anyone alleging or responding to a potential breach of academic freedom should follow the TBS Grievance Policy.

Nondiscriminatory Policy

The Bible Seminary admits students of any race, sex, color, disability, age, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the Seminary. It does not discriminate on the basis of race, sex, color, disability, age, or national or ethnic origin in the administration of its hiring policies, educational policies, admissions policies, scholarship and loan programs, and other school-administered programs.

Philosophy of Education

We believe the Bible is one book, written by many authors over time, inspired by one Spirit for all time – and is the best training manual for ministry.

We believe that doing ministry, debriefing ministry, and studying ministry – in association with called, life-giving, seasoned and Spirit-filled professionals – is an effective educational model.

We believe a balanced, Bible-based, Christ-centered, mission-focused educational approach includes a comprehensive curriculum that integrates studying through all 66 biblical books along with studying standard historical, theological, and practical disciplines critical to developing professional skills for 21st century ministry.

We believe that challenging and nurturing students, getting them into the Word of God, and helping them think biblically while listening to the Holy Spirit, involves a unique combination of professional ministry training, cutting-edge tools, and extraordinary experiences.

We believe that interactive personal engagement over time, among groups of individuals with a common set of core values and doctrines and ethical standards, and with diverse backgrounds and experiences, can offer an exciting, family-friendly, practical, rich, and unparalleled learning environment.

We believe that a journey of theological education should accomplish the following:

- Glorify the Lord
- Be rooted in His Word
- Nurture an intimate, faithful, trusting relationship with the Father, Son, and Holy Spirit
- Cultivate a contextual and more profound understanding of God and creation, scripture and the world, heaven and earth, culture and history, time and eternity, and things seen and unseen
- Equip students with relevant experiences, knowledge, relationships, training, and tools for a lifetime of ministry leadership
- Lead to a passionate commitment to love and serve the Lord and others with all that students are and have, in perpetuity.

Facts

Incorporation and Licensing

- Independent and non-denominational
- Registered Domestic Non-Profit Corporation in the state of Texas (Feb 2010)
- Registered IRS 501(c)(3) Charitable Institution of Higher Education (Aug 2010)
- Exemption by Texas Workforce Commission (Mar 2011, Oct 2018, Aug 2020)
- Exemption by Texas Higher Education Coordinating Board (May 2011)
- Affiliate Member of the Association for Biblical Higher Education (2012-21)
- Approved CEU provider by the Association of Christian Schools International (Oct 2015)
- Approved by the Transnational Association of Christian Colleges and Schools (TRACS) for Applicant status (Jan 2018), Candidate status (Apr 2019), Accredited status (Oct 2020), Reaffirmation status (Apr 2025 - 2035), and to offer Distance Education (Apr 2021)
- Approved accredited member of ECFA (Sep 2019)
- Approved member of the National Council for State Authorization Reciprocity Agreements (Dec 2021, Aug 2023, Aug 2024, Aug 2025, Aug 2026)

Founders

- James E. Leggett, *Founding President* (2010-13)
- Paul Helbig, *Bible Institute Co-founder and Lead Faculty* (2008-16)
- Dan Dunham, *Founding Provost (2008-10) and Board of Trustees Chair* (2010-13)
- Grace Fellowship Church, *Seed funding for launch* (2010-11)

Executive Officers

- *President and CEO*, K. Lynn Lewis (2014-present), Executive Vice-President/Provost (2011-13)
- *Provost and CAO*, Scott Stripling (2017-present)
- *Business Manager and CFO*, Yamile Soto (2025-present)
- *Board of Trustees*, Adam Peters (Chair) with 7 total members

Programs

- *Master of Divinity* (84-credit hours)
- *Master of Arts* (four majors, 48 to 60-credit hours)
- *Dual Degree Completion (Bachelor of Arts in Christian Ministry* in conjunction with a TBS MA or MDiv)
- *Certificate of Theological Studies* (27-credit hours)

Faculty

- Two full-time administrators who also teach
- Two full-time faculty members and 15+ adjunct professors and teaching assistants
- 50+ professionals who serve as mentors and visiting teachers

Unique Features

- All programs cover all 66 books of the Bible
- Comprehensive, relevant education and training for 21st century leadership
- Local mentoring and training opportunities throughout the graduate degree programs
- Educational experiences in classrooms, on-site visits to regional locations and international locations, especially in Israel

Special Program Elements

- Distinctively clear core values, doctrine, and ethos statements
- Holy Land Study tours and archaeological excavation opportunities
- Technological study and resource tools
- Multiple experiential learning opportunities
- Strong commitment to helping students graduate with ZERO (\$0) seminary debt

History

The Bible Seminary's passion for vibrant Bible-based, Christ-centered, mission-focused leadership training began with Dr. James E. Leggett, founder and senior pastor of Grace Fellowship Church in Katy, Texas. Under the leadership of Teaching Pastor, Paul Helbig, the church established a Bible Institute in 2008 teaching all 66 books of the Bible. A team led by future Board Chair, Dan Dunham, and Vice-President of Finance and Administration, Rick McCalip, helped incorporate The Bible Seminary (TBS) in 2010 as an independent, non-denominational, charitable 501(c)(3), educational institution of higher education. The Board named Dr. Leggett as volunteer President and Grace Fellowship raised \$1,100,000 from 260 donors to help launch the seminary.

In 2011, the Board hired Dr. K. Lynn Lewis as full-time Executive Vice-President and Provost; received exemptions for its Master of Divinity program by the Texas Workforce Commission and Texas Higher Education Coordinating Board; transferred the Bible Institute from Grace Fellowship to TBS; and graduated the first 12 students from the Bible Certificate program in December 2011.

In 2012, TBS received approval for Affiliate status with the Association for Biblical Higher Education (ABHE). The graduate program launched on September 4, 2012 with 12 inaugural students. In 2014, Dr. Leggett resigned as volunteer President, the Board named Dr. Lewis as President, and TBS hired a full-time Provost.

In 2015, TBS established a Master of Arts program, a Dual Degree Completion program, a Licensed Professional program (now Certificate of Theological Studies) consisting of core graduate courses, awarded its first graduate degrees (seven Master of Divinity and one Master of Arts), launched a Spanish Bible Certificate program, and received approval from the Association of Christian Schools International (ACSI) to provide continuing education.

In 2016, TBS began offering courses in regional locations. In 2017, the seminary hired Dr. Scott Stripling as Provost and Dr. Douglas Petrovich as full-time faculty member, revised the Bible Certificate program, and received recognition by the *Knowledge Review* as one of the 10 Most Preferred Divinity Schools for Religious Studies 2017. In 2018, TBS added four new Master of Arts programs, reduced Master of Divinity credit hours from 96 to 84, revised the Licensed Professional program, received approvals of exemption from the Texas Workforce Commission, and added new remote instructional locations.

In 2019, TBS hired Dr. J. Paul Nyquist as Dean of Graduate Programs and became an accredited member of the Evangelical Council for Financial Accountability (ECFA). In 2020, TBS named Dr. Doug Petrovich Dean of Graduate Programs and Mrs. Carousel Pieterse Director of the Bible Certificate Program, renamed the "Licensed Professional" program the "Vocational Ministry" certificate program, and earned Accredited Status with the Transnational Association of Christian Colleges and Schools (TRACS). In 2021, TBS received approval from TRACS to offer Distance Education and became a member of the National Council for State Authorization Reciprocity Agreements (NC-SARA).

In 2022, TBS added four Master of Arts concentrations (since placed in abeyance), formed a publishing division (Nehemiah Press), opened the 3J Archaeological Museum, hired Dr. Israel Steinmetz as Graduate Dean, and expanded Dr. Scott Stripling's role to include Vice-President of Donor Relations.

In 2023, TBS transformed the non-degree Bible Certificate and Vocational Ministry Certificate programs into the non-degree Certificate of Theological Studies program. In partnership with the Grace and Mercy Foundation, TBS launched Public Reading of Scripture (PRS) weekly on Mondays from Noon to 1 PM on campus (with a free meal) and online.

In 2025, TBS hired Dr. Craig A. Evans as Distinguished Research Professor and Director of Master of Arts in Biblical History and Archaeology (MABHA) and Master of Arts in Biblical Languages and Culture (MABLC) Graduate Programs.

Planning, Use, and Design

This TBS Comprehensive Strategic Plan (CSP) depicts a schematic outline summarizing progression of ongoing planning, budgeting, engagement, and governance processes. It ensures alignment of the institution's Covenant Documents (Mission, Purpose, Core Values, Doctrines, Ethos, Institutional Objectives, Educational Philosophy, and policies) with annual strategic objectives, goals, budgets, and implementation timing. Alignment spans key areas addressed directly in the CSP component sections.

Original Version Development

Since 2010, as detailed in the bylaws, TBS has engaged in an annual planning and budgeting process involving the Administration and the Board. Following the launch of the Master of Divinity program in September 2012, the Board commissioned subcommittees to provide supplemental annual planning efforts to address strategic areas. Additionally, in February 2014, the Board convened the first annual Board Strategy Retreat with three distinct goals:

1. To understand the current state of TBS, including internal and external challenges
2. To identify key upcoming priorities
3. To identify specific actions needed to advance select priorities

Retreat follow-up included forming a Strategic Plan Sub-committee to advance the work and integrate it with existing TBS planning and governance processes to formulate the first 5-year Comprehensive Strategic Plan (CSP). Over the next few months, CSP Subcommittee Chair Bob Button initiated sessions with Administration and the Board Chair to map out a process to develop and approve an official CSP. The process included convening a workshop with administration, faculty, and student representatives to obtain grass roots constituency input. Additional discussions between the TBS President, Board Chair, and subcommittee chair, and then a subcommittee meeting with the TBS President, resulted in adoption of the CSP design framework, identification of component sections, identification of section objectives, goals, timetables, responsible individuals tasked with completing, financial resources, and item statuses. The committee issued the first draft to the Board in mid-August, received feedback, made revisions, the Board received the original version and approved it at the September 28, 2014 Board meeting.

Ensuing Versions and Use

TBS administration and staff review the CSP annually as part of the ongoing cycle of planning, budgeting and assessments outlined in the Comprehensive Assessment Plan (CAP). The Board utilizes the CSP as the outline for the annual Strategic Planning Retreat, normally held each February or March, and approves updated CSP's regularly. The back page of the plan notes the dates of the original Board-approved version, most recent Board-approved version, and most recent edited version.

For a decade, TBS utilized an outline format with ten component sections: 1) Prayer, 2) Educational Programs, 3) Enrollment, 4) Staffing, 5) Finances, 6) Facilities, 7) Policies and Procedures, 8) Accreditation, 9) Alumni, and 10) Communications and Marketing. Each section was further divided to address the following elements:

Objective	Goals	Timeline	Leader(s)	Forecast	Status
Initiative(s) to pursue	Specific goals	Time ranges, deadlines, targets, etc.	Position(s) responsible for implementation	Budget key category related to funding the initiative(s)	Status at the time of latest plan review

In practice, TBS leaders have engaged in an annual SWOT analysis (*at right*) of each of these ten areas. The administration, staff, faculty, students, and Board conduct analysis separately during January and February, and then combine the data for joint review during the annual Board planning retreat.

Current Version

Following their Strategic Planning Retreat in February 2022 and annual meeting in May 2022, the Board launched a strategic initiative entitled "Envisioning Future TBS." The two-year process involved numerous activities with administration, alumni, Board, donors and friends, faculty, staff, and students. The conclusion coincided with the institution's January through June 2024 self-study conducted as part of the 10-year accreditation renewal process. During that time, the Board decided to reformat the comprehensive strategic plan (CSP) and use the research data, results, and discussions to help develop a newly formatted and fresh new comprehensive strategic plan.

After the April 2025 successful renewal of accreditation for 10 years, the administration and Board began working in earnest on new plans for future TBS facilities, finances, people, and programs. The following sections outline current and some future information related to Academic Programs, Facilities, Personnel, and Finances. This version incorporates the early stages of planning and review, represents work in progress, and is the first draft moving toward a more complete CSP.

SWOT ANALYSIS



DRAFT Plan Details

Academic Programs

Current courses and programs

- Offer on-campus in-person, live online, and recorded online.
- Offer at four levels: Degree (\$ = 3-credit hours + fees), non-degree Certificate (\$ = 1-credit hour + fees), Audit (\$ = 1-credit hour), and non-credit, non-audit, interest-only Surveyor (\$99).

TBS Courses and Programs

■ CTS = Certificate of Theological Studies
■ MA = Master of Arts in: Biblical History and Archaeology (MABHA); Biblical Languages and Culture (MABLC); Biblical Studies (MABS); Church History and Theology (MACHT), and Christian Studies (MACS).
■ MDiv = Master of Divinity

● = CORE
● = Area of concentration
● = CORE options
 = ELECTIVE options (blank boxes)

Courses by Category Programs	CTS	MACS	MABHA	MABLC	MABS	MACHT	MDiv
ARC 501: Archaeology Theory and Methodology			●				
ARC 510: Ceramic Analysis			●				
ARC 520: Excavation Practicum & Field School I			●				
ARC 521: Excavation Practicum & Field School II			●				
ANE 501: Ancient Near Eastern Cultures – <i>Ezra 4-6, Daniel 2-7</i>			●	●			
GRK 501: Greek Language and Culture I – <i>Jude, 2 & 3 John</i>			●	●			●
GRK 502: Greek Language and Culture II – <i>1 John</i>			●	●			●
GRK 503: Greek Exegesis – <i>Mark</i>							●
HEB 501: Hebrew Language and Culture I – <i>Jonah, Nahum</i>			●	●			●
HEB 502: Hebrew Language and Culture II – <i>Haggai, Zechariah, Malachi</i>			●	●			●
HEB 503: Hebrew Exegesis – <i>Habakkuk</i>							●
LAN 501: Foreign Language (Basic) ¹							
LAN 502: Foreign Language (Advanced) ¹							
BSM 501: Bible Study Methods – <i>Esther, Obadiah, Galatians</i>	●	●	●	●	●	●	●
THE 501: Theology I – <i>Genesis</i>	●	●	●	●	●	●	●
THE 502: Theology II – <i>Romans, Hebrews</i>					●	●	●
THE 503: Theology III – <i>1 & 2 Corinthians; 1 & 2 Timothy, Titus</i>					●	●	●
THE 504: Theology IV – <i>Joel, Daniel, 2 Peter, Revelation</i>					●	●	●
THE 510/HIS 510: Church History I – <i>Acts</i>	●	●	●	●	●	●	●
THE 511/HIS 511: Church History II – <i>Luke</i>				●	●	●	●
THE 512/HIS 512: Public Reading of Scripture (PRS)							
THE 520/ANE 520: Biblical Archaeology – <i>Judges</i>			●				●
THE 525/ARC 525: Ancient Near East History and Archaeology – <i>Exodus</i>			●				
THE 550: Denominational Fundamentals I – History							
THE 551: Denominational Fundamentals II – Doctrine and Polity							
PAS 501: Pastor-Shepherd I – <i>Job, Jeremiah, Lamentations</i>	●	●	●	●	●	●	●
PAS 502: Pastor-Shepherd II – <i>Ephesians, Philippians, Colossians, Philemon</i>							●
PAS 511: Pastor-Leader I – <i>Ruth, Samuel, Kings</i>	●	●	●	●	●	●	●
PAS 512: Pastor-Leader II – <i>Joshua, Ezra, Nehemiah</i>							●
APO 501: Apologetics – <i>James, 1 Peter</i>					●		●
MIS 501: Missions I (Perspectives on the World Christian Movement)							●
MIS 502: Missions II (Discipleship, Evangelism, & Church Planting) – <i>Numbers</i>							●
MIS 503: Missions III (Anthropology) – <i>Amos, Hab., Hosea, Micah, Zephaniah</i>							●
PRE 501: Expository Preaching/Teaching I – <i>Isaiah</i>	●	●	●	●	●	●	●
PRE 502: Expository Preaching/Teaching II – <i>1 & 2 Thessalonians</i>							●
PRA 501: Prayer & Worship I – <i>Leviticus, Chronicles, Psalms</i>					●	●	●
SFM 500: Spiritual Formation & Ministry (Bible Panorama)	●	●	●	●	●	●	●
SFM 501: Spiritual Formation & Ministry I – <i>Deuteronomy, Matthew</i>				●	●	●	●
SFM 505: Spiritual Formation & Ministry V – <i>Song of Songs, Proverbs, Eccl.</i>							●
SFM 506: Spiritual Formation & Ministry VI – <i>Ezekiel, Gospel of John</i>							●
CAP 590: Capstone			●	●	●	●	●
ELE 501: Modular Elective ²							
Program	CTS	MACS	MABHA	MABLC	MABS	MACHT	MDiv
TBS CORE (●) courses required =	7	7	19	15	15	14	28
ELECTIVE courses required ³ =	2	3	1	3	5	2	0
Total courses required =	9	10	20	18	20	16	28
Total Credit-hours ⁴ =	27	30	60	54	60	48	84

1. Language associated with anticipated field of mission work. May be taken from TBS or another approved provider.
2. May be comprised of seminars on various topics. Visit "Academics – Seminars" on the website for available options offered by TBS.
3. May include courses (such as THE 550 and THE 551) required for leadership in your church, denomination, or other organization.
4. All graduate courses = 3-credit hours each.

Current Seminars

Special interest topics

- Short sessions (half-day, one-day, or multiple day) typically ranging from 3 to 12 hours total.
- Offered on campus, as well as at churches, other locations, and special events.
- Offered live in-person, live online, recorded online, and some on-demand.
- Offered in conjunction with some existing classes, and some may be taken for credit as part of the “ELE 501: Modular Elective.”

Category	Number	Title
Christian History	ELE 100	Holy Land Tour Prep
Mental Health	ELE 200	Soul Care (SOULutions)
Apologetics	ELE 300	God and Science
Leadership	ES 100	Boss Like God
Leadership	ES 101	Coach Like Jesus
Finance	ES 150	Legacy Planning 101
Hermeneutics	ES 160	How to Read the Bible Like a Boss
Evangelism	ES 200	Multiply Like Jesus
Christian History	ES 210	First Apologists
Christian History	ES 215	Footsteps of Paul
Christian History	ES 216	Las Huellas de Pablo
Christian History	ES 220	Jesus and Jihadis
Christian History	ES 230	Marvel: The End of the World as We Know It
Apologetics	ES 240	Getting Scripture Right
Relationships	ES 250	Conflict Resolution
Archaeology	ES 300	Joshua’s Conquest
Archaeology	ES 310	Late Second Temple Writings and Ossuaries
Archaeology	ES 311	Late Second Temple Literature (Lost Books of the Bible)
Archaeology	ES 320	Top Ten Finds in Biblical Archaeology
Archaeology	ES 325	Archaeology of Judges
Archaeology	ES 330	Egyptology
Archaeology	ES 340	Shroud of Turin

Future Seminars

Category	Number	Title
Archaeology	ES 301	Ancient Jericho
Bible	ES 190	Public Reading of Scripture
Leadership	ES 110	Small Group Resources and Training
Society	ES 180	God, Christians, and Technology

Facilities

Current facilities

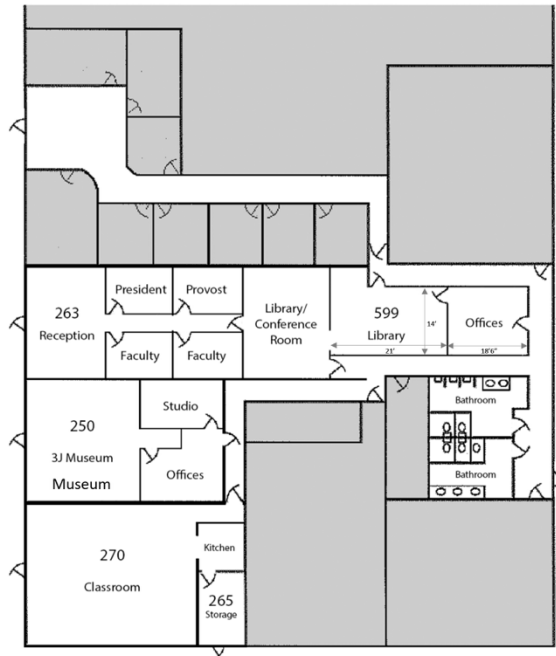
The Bible Seminary

Great Southwest Equestrian Center Leased Facilities Layout

2655 S Mason Rd, Katy, TX 77450

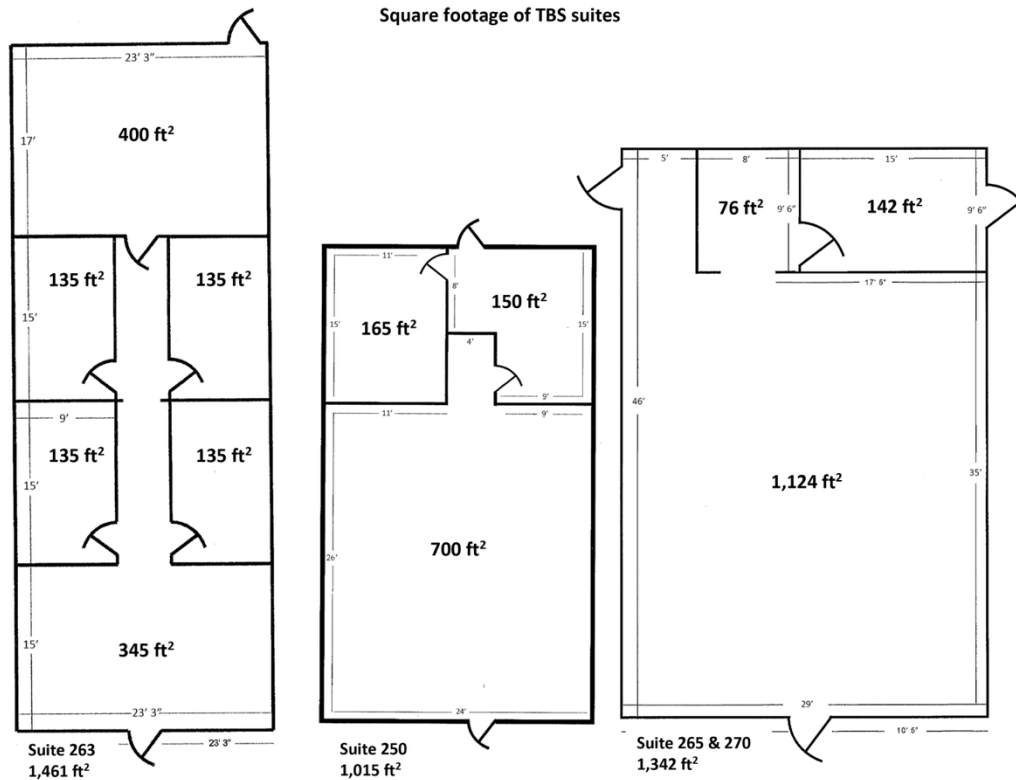
Suite	Area (ft ²)
250	1,015
263	1,461
270	1,200
265	142
599	550
Total =	4,368

Ste	Use	#	Ft ²
Offices and other			
250	Offices	1	150
250	Production Studio: Com. Dir.	1	165
263	Reception: Office Manager	1	345
263	President	1	135
263	Provost	1	135
263	Faculty	1	135
263	Faculty	1	135
265	Storage	0	142
599	Library and offices	4	550
Total staff =		11	
Instructional Spaces			
250	Museum	24	700
263	Library/Conference Rm	16	400
270	Classroom	40	1,124
Total students =		80	



Last updated: 7/22/2025 | p. 1

Square footage of TBS suites



Last updated: 7/22/2025 | p. 2

Call TO ADVENTURE C A M P A I G N

The Lord's call to adventure is a journey and living it out extends far beyond our lifetime. Based on 15 successful years of establishing accredited academic programs, hosting seminars and study tours, and offering other unique educational opportunities, The Bible Seminary (TBS) is planning for facilities, finances, people, and programs to increasingly engage in dynamic intellectual and spiritual discourse and train godly leaders.

On-campus and Distance Education programs currently include Master of Divinity, Master of Arts, and Dual Degree Completion degree programs, as well as a Certificate of Theological Studies non-degree program. The seminary is an Accredited member of the Transnational Association of Christian Colleges and Schools (TRACS), a member of the National Council for State Authorization Reciprocity Agreements (NC-SARA) approved to offer Distance Education, a member of the Council for Higher Education Accreditation (CHEA), an approved CEU provider for the Association of Christian Schools International (ACSI), and an accredited member of the Evangelical Council for Financial Accountability (ECFA).

TBS carries out its "mission to foster biblical literacy through studies of all 66 books of the Bible, cultivate professional and lay leadership skills and deploy trained Christian disciples in service worldwide" via rented facilities in Katy, Texas, at local churches, on-location in Israel, and online. While Distance Education already does and will continue to help build a national and global community impacting our world for Christ, our local campus offers a vital home base for carrying out the TBS mission near and far. The seminary has also earned world-class distinction with professors and students on the cutting-edge of Biblical archeology, research, and publishing. An on-campus archeological museum helping establish the veracity of the Bible to a skeptical world regularly hosts visitors from across the country.

In an age where artificial intelligence and virtual education is increasingly prevalent, TBS aims to build an experiential campus offering comprehensive, strategic biblical education to students of all ages in a unique public setting to reach even more people for the Kingdom. The vision centers on establishing a venue that combines the seminary with a museum and archaeological park. The campus will serve in-person and virtual degree-seeking students, as well as museum visitors regionally, nationally, and worldwide.

Future Campus Features

- Classrooms, library/bookstore/coffee shop, offices, production, reception, and storage.
- Indoor exhibits and outdoor, live, tactile learning studios with "movie set" functionality to host short classes, full courses, seminars, tours, and workshops and offer unique opportunities for multisensory education and entertainment.
 - Mock archaeological dig with sample squares, working dry and wet sifting stations, flotation, metal detecting, object and pottery reading, photography, videography, and other elements experienced at an excavation site.
 - Atrium indoor/outdoor teaching pavilion, along with replicas of a Roman road, city gate complex and wall, garden (with biblical trees including almond, fig, mustard, olive, and grape vines), Hebrew Tabernacle, Israelite 4-room house, Jewish Synagogue, Roman theatre, mikvah, olive press, threshing floor, and well.
 - Market shops and studios, including an art studio, bakery with mudbrick oven and grinding stones, a carpentry shop, fabric shop with loom, a money changer with coins and weights, an olive press, a pottery shop, scriptorium to write passages of Scripture in the original languages on real parchment, and a mosaic tile shop.

DRAFT Campus Concept



Overall Budget

IMMEDIATE	Buy the campus FACILITIES by Fall 2026, do minimal renovations, and move by Spring 2027.	\$7.5 million
SECONDARY	Fully develop the FACILITIES over the next three years.	\$3.75 million
ASSOCIATED	Fully fund OPERATIONS for fiscal years 2025-26, 2026-27, and 2027-28.	\$5 million
DREAM	Toward ENDOWMENT funds.	\$2 million
TOTAL =	\$18.25 million	

Facilities Budget (portion totaling \$11.25 million)

 ARCHAEOLOGICAL PARK (OUTDOOR) \$3.75 MILLION	• Archaeological Excavations \$400,000 • Archaeological Exhibits \$600,000 • Gardens \$250,000 • Market Shops and Studios \$2.5 million • Featured Exhibits ○ Odeon (Theatre) seating 300 \$750,000 ○ Studio Shops \$450,000 ○ Synagogue seating 160 \$500,000 ○ Tabernacle \$250,000	\$3.75 MILLION 
 BIBLICAL HISTORY MUSEUM (INDOOR) \$2.25 MILLION	• Archaeology Lab \$250,000 • Gallery \$500,000	\$2.25 MILLION 
 TBS	• Class/Conference Rooms \$920,000 • Library (30,000 volumes) \$500,000 • Media Studios \$500,000 • Offices (20 total) \$1,000,000	\$3.75 MILLION 
 BANQUET AND EVENT FACILITIES \$1.5 MILLION	• Banquet Hall \$500,000 • Commercial Kitchen \$500,000	\$1.5 MILLION 

Giving Table

Sample amounts, time periods, and campaign goals

\$ per Year	# Years	\$/Donor	# Donors	Total
\$5,000,000	1	\$5,000,000	1	\$5,000,000
\$2,500,000	1	\$2,500,000	1	\$2,500,000
\$1,000,000	1	\$1,000,000	1	\$1,000,000
\$500,000	1	\$500,000	2	\$1,000,000
\$250,000	1	\$250,000	3	\$750,000
\$100,000	3	\$300,000	4	\$1,200,000
\$100,000	2	\$200,000	1	\$200,000
\$100,000	1	\$100,000	1	\$100,000
\$75,000	3	\$225,000	1	\$225,000
\$50,000	3	\$150,000	5	\$750,000
\$50,000	1	\$50,000	1	\$50,000
\$30,000	3	\$90,000	1	\$90,000
\$25,000	3	\$75,000	8	\$600,000
\$20,000	3	\$60,000	10	\$600,000
\$20,000	1	\$20,000	4	\$80,000
\$15,000	3	\$45,000	10	\$450,000
\$15,000	1	\$15,000	1	\$15,000
\$12,000	3	\$36,000	15	\$540,000
\$10,000	1	\$10,000	1	\$10,000
\$10,020	3	\$30,060	1	\$30,060
\$9,000	3	\$27,000	15	\$405,000
\$6,000	3	\$18,000	20	\$360,000
\$6,000	1	\$6,000	1	\$6,000
\$5,000	1	\$5,000	2	\$10,000
\$4,800	3	\$14,400	25	\$360,000
\$3,600	3	\$10,800	25	\$270,000
\$3,000	3	\$9,000	25	\$225,000
\$2,400	3	\$7,200	25	\$180,000
\$2,000	1	\$2,000	2	\$4,000
\$1,800	3	\$5,400	50	\$270,000
\$1,500	3	\$4,500	3	\$13,500
\$1,200	3	\$3,600	66	\$237,600
\$1,200	1	\$1,200	1	\$1,200
\$1,000	3	\$3,000	2	\$6,000
\$1,000	1	\$1,000	1	\$1,000
\$1,020	3	\$3,060	1	\$3,060
\$900	3	\$2,700	75	\$202,500
\$800	1	\$800	1	\$800
\$600	3	\$1,800	85	\$153,000
\$600	1	\$600	1	\$600
\$500	3	\$1,500	1	\$1,500
\$500	1	\$500	1	\$500
\$420	3	\$1,260	100	\$126,000
\$400	1	\$400	1	\$400
\$300	3	\$900	115	\$103,500
\$300	1	\$300	1	\$300
\$250	1	\$250	1	\$250
\$200	1	\$200	2	\$400
\$180	3	\$540	125	\$67,500
\$175	1	\$175	1	\$175
\$150	1	\$150	1	\$150
\$120	3	\$360	140	\$50,400
\$100	1	\$100	4	\$400
\$50	1	\$50	2	\$100
\$40	1	\$40	1	\$40
\$30	1	\$30	1	\$30
\$20	1	\$20	5	\$100
			1,000	\$18,251,065

Campaign Strategy

Pledge Periods

- 2026 FYE (Jun 2025 – May 2026)
- 2027 FYE (Jun 2026 – May 2027)
- 2028 FYE (Jun 2027 – May 2028)
- 2029 FYE (Jun 2028 – May 2029)
- 2029 FYE (Jun 2028 – May 2030)

Progression Plan

Step	Action	# Pledges	Timetable
Leadership launch			
1	TBS BOARD (including President) submit pledges	10	Oct 2025
2	TBS STAFF submit pledges	10	Oct 2025
Leadership connections launch			
3	TBS BOARD each secure 5 more pledges each	40	Oct–Dec 2025
4	TBS STAFF each secure 5 more pledges each	40	Oct–Dec 2025
5	Access leadership results based on goal of reaching 10% of target number of donors	100	Dec 31, 2025
Quiet phase			
6	Meet with prospective donors and secure commitments totaling 50% to 60% of the total \$ goal (\$7.5 to \$9 million)	300	Jan–Dec 2026
Public phase			
7	Complete the campaign meeting 100% of goals: 1,000 donors and \$18.25 million pledged	1,000	2027–2028

Prospective Donor Constituencies

- Individuals/Families
- Businesses
- Churches
- Foundations
- Other

Strategy

- TBS emails, texts, and print materials(campaign materials and *The Sentinel* magazine)
- Face-to-face meetings
- Immediate email/text follow-up after meetings
- Follow-up by email/phone/text at agreed upon schedule until receive a YES or NO answer.

Personnel

Current staffing

TBS	Status	Timetable
Executive – President	FT	Current
Executive – Provost and VP of Donor Relations	FT	Current
Faculty – Dean and Distinguished Research Professor	FT	Current
Faculty – Academic Dean and Professor	FT	Current
Administration – Business Manager	FT	Current
Administration – Communications Director	FT	Current
Administration – Development Director/Librarian	FT	Current
Administration – Registrar/Operations Manager	PT	Current
Administration – Marketing Director	PT	Current
Administration – Communications Associate	PT	Current
Administration – Student Services Coordinator	PT	Current
Faculty – Adjunct Faculty (various)	PT	Current

Future staffing

Plans includes transitioning several current positions from part-time to full-time within one to two years, especially Development and Marketing. Other positions are under review, including prospective museum staffing outlined below.

Museum	Status	Order
Executive – Museum Executive Director	FT	1
Staff – Reception	PT	1
Staff – Bookstore	PT	1
Staff – Café	PT	1
Executive – Facilities Director	FT	2
Staff – Facilities Assistant	PT	2
Staff – Development Assistant	FT	2
Staff – Program Assistant	PT	2
Staff – Volunteer Coordinator	PT	2
Artisan – Baker	PT	3
Artisan – Banker	PT	3
Artisan – Farmer	PT	3
Artisan – Painter	PT	3
Artisan – Potter	PT	3
Artisan – Scribe	PT	3
Artisan – Synagogue	PT	3
Artisan – Tabernacle	PT	3
Artisan – Theatre	PT	3
Artisan – Weaver	PT	3
Artisan – Workshop	PT	3

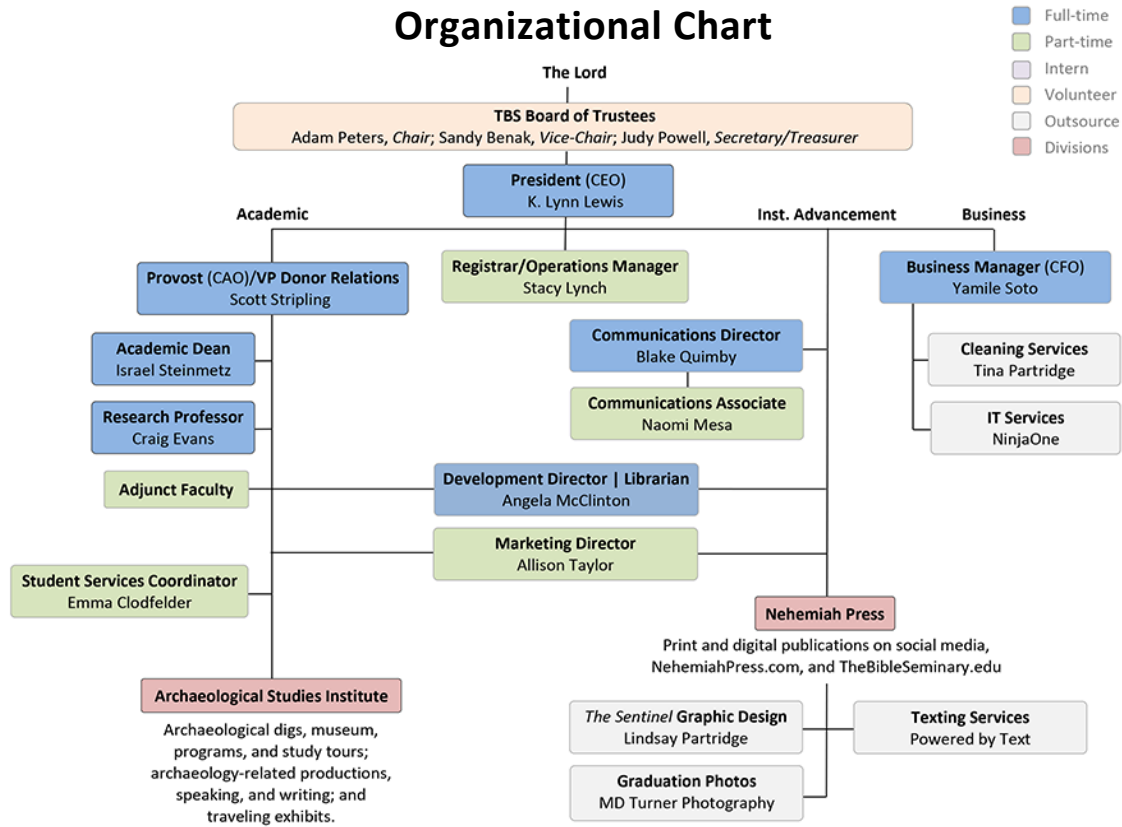
Finances

TBS Financial Forecast 2025-2030

Fiscal Year	Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	Forecast 2030-31
Fundraising Targets											
General Operations	605,355	461,980	784,605	869,826	784,694	835,000	875,000	950,000	1,025,000	1,100,000	1,175,000
Scholarship Fund	5,250	4,900	6,300		20,000	6,000	20,000	25,000	30,000	35,000	40,000
Student IT Fund											
Holy Land Fund											
Library Fund											
Facilities Fund											
Other Restricted Funds	50,605	6,395	15			0					
Investment Income											
Interest	(1,017)	(1,444)	(2,401)	(3,549)	4,540	100	250	250	250	250	250
Classroom/Library Rent						0	0	0	0	0	0
Library/Bookstore Sales		4,174		640	1,925	0	0	0	0	0	0
3J Merchandise Sales											
Guidebook			1,580	879	100	1,250	1,250	1,250	1,250	1,250	1,250
Merch Pack			330	185		200	200	200	200	200	200
T-Shirt			1,574	131	22	150	150	150	150	150	150
Sticker			23			0	0	0	0	0	0
Hanukah to Christmas Bundle			620	60	140	60	60	60	60	60	60
Nehemiah Press			958	1,569	598	1,200	1,350	1,500	1,750	2,000	2,250
Program Income											
Tuition, Fees - TBI	0	0					0	0	0	0	0
Tuition, Fees - TBS	118,830	166,178	158,815	184,118	160,643	152,699	167,969	193,164	222,139	255,460	293,779
Grant Income	127,794	18,800	10,000	2,000	50,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Income	906,817	660,983	962,419	1,055,859	1,022,662	1,196,659	1,266,229	1,371,574	1,480,799	1,594,370	1,712,939
Awards and Grants											
Pioneer Scholarships	0					0	0	0	0	0	0
Student Scholarships (TBS)	0			7,450	10,400	0	0	0	0	0	0
Scholarships - TBI	0					0	0	0	0	0	0
Missions (Tithe)	14,600	13,773	15,641	981		0	0	0	0	0	0
Marketing/Recruiting			2,500	176	1,830						
Web Design/Maint	1	216	0			2,500	2,500	2,500	2,500	2,500	2,500
Logo/Brand			4,753			0	0	0	0	0	0
SEO			0		325	18,000	18,000	18,000	18,000	18,000	18,000
Printed Materials	11,137	20,517	18,574	30,090	23,922	20,000	20,000	20,000	20,000	20,000	20,000
Fundraising	82	287	526		2,713	20,000	20,000	20,000	20,000	20,000	20,000
Advertising	13,765	10,964	5,486	1,500	8,404	9,500	10,000	12,000	12,000	13,000	13,000
Library											
Books					4,275	1,000	1,100	1,210	1,331	1,464	1,611
Magazine subscriptions						1,200	1,320	1,452	1,597	1,757	1,933
Librarian Salary					15,873	30,397	33,437	36,780	40,458	44,504	48,955
Digital Library					661	2,500	2,750	3,025	3,328	3,660	4,026
Library Supplies					420	750	825	908	998	1,098	1,208
Facilities and Equipment											
Depreciation	3,954	8,703	10,792	7,432	1,596	7,457	7,457	7,457	7,457	7,457	7,457
Office Space Rental	28,290	28,428	29,138	30,012	36,037	47,053	48,465	49,919	54,416	56,049	57,730
Classroom Space Rental	37,931	37,428	38,358	39,508	40,693	24,533	25,269	26,027	26,808	27,612	28,440
Office/Classroom Equipment	4,967	6,006	7,255	2,904	3,166	7,000	7,000	7,000	7,000	7,000	7,000
IT Infrastructure	0					500	500	500	500	500	500
Student IT Resources	0			800		2,500	2,575	2,652	2,732	2,814	2,898
Property Insurance			4,233								
Facility Repairs & Maint.	552	2,256	844	1,116	2,201	2,500	2,500	2,500	2,500	2,500	2,500
Utilities	3,427	3,333	3,550	3,760	3,939	4,000	5,300	5,433	6,528	6,692	6,859
Site Improvement											
Administrative Expense											
Accounting	0						0	0	0	0	0
Postage	4,550	2,781	576	2,195	3,531	4,000	4,000	4,500	5,000	5,500	6,000
Copies/Reproduction	2,950	1,459	1,708	414	1,322	1,500	1,500	1,750	2,000	2,250	2,500
Office Supplies	3,093	9,279	8,683	3,345	6,128	9,900	10,000	10,000	10,000	10,000	10,000
Library Operations	830	1,215	865	2,625							
Instructional Expense	250										
Telephone	2,557	1,895	2,058	2,545	3,857	2,200	2,310	2,426	2,547	2,674	2,808
Internet	1,270	1,501	1,436	2,150	1,857	1,650	1,733	1,819	1,910	2,006	2,106
Cellular Phones	2,664	2,200	2,362	1,224	1,566	2,860	3,003	3,153	3,311	3,476	3,650
Software & Hardware	4,792	9,044	12,496	15,194	12,616	17,300	18,165	19,073	20,027	21,028	22,080
Bank/Brokerage Fees	1,326	1,533	1,845	2,132	2,581	1,980	2,079	2,183	2,292	2,407	2,527
Credit Card Processing	5,533	5,195	6,611	7,774	7,502	5,940	6,237	6,549	6,876	7,220	7,581
Legal Fees	34	43	28	10	48	165	173	182	191	201	211
Regulatory Compliance	73					110	116	121	127	134	140
Memberships	2,250	5,581	3,074	5,285	5,887	5,720	6,006	6,306	6,622	6,953	7,300
Other Expenses											
Insurance	6,161	8,058	5,785	9,265	9,975	8,500	9,775	9,775	9,775	9,775	9,775
SGA	35	154	(38)	0		300	300	300	300	300	300
Graduation/Ordination	2,497	3,990	4,423	3,420	3,932	4,500	4,500	4,500	4,500	4,500	4,500
Interest Expense - General	317			(9)							
Storage	0	1,487	3,315				0	0	0	0	0

Fiscal Year	Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	Forecast 2030-31
Gifts	128	64		425							
Tuition & Fees - External	0						0	0	0	0	0
Staff Development/ Continuin Ed	0	655			312	5,000	5,000	5,000	5,000	5,000	5,000
Uncollected Accounts	0			4,238			0	0	0	0	0
Accreditation	10,001	9,237	9,683	17,459	17,121	18,725	11,000	11,500	12,000	12,500	13,000
Royalties			291	465							
ISBN for Nehemiah					575						
Uncollected Accounts					5,796						
Payroll Expenses											
Base Salaries	469,395	516,384	525,144	570,843	621,167	657,188	676,904	733,211	846,507	871,902	980,999
Fed. Income Tax							0	0	0	0	1
Social Security	26,542	29,810	28,445	27,900	29,945	33,745	33,845	36,661	42,325	43,595	49,050
Medicare	6,207	6,972	6,652	6,525	7,003	9,529	8,123	8,799	10,158	10,463	11,772
Health Insurance	64,399	77,632	84,152	93,986	93,994	74,827	78,568	87,497	96,872	101,715	109,801
HSA Contribution	15,334	12,125	13,025	10,139	11,956	13,250	13,000	19,000	22,000	22,000	25,000
Disability/Life Insurance	12,343	11,038	13,000	13,007	14,646	14,000	15,170	16,375	17,616	18,145	19,439
401(k)	11,655	13,645	15,023	14,427	15,969	16,646	17,145	17,660	18,190	18,735	19,297
Processing Fees (ADP)	6,716	38	3,595	4,523	4,166	4,693	5,634	6,603	7,601	7,829	8,864
Relocation Reimb.	0	3,415	6,705				0	0	0	0	0
GFUMC Reimb.	100						0	0	0	0	0
Contracts											
Adjunct Faculty - TBI	0						0	0	0	0	0
Adjunct Faculty - TBS	29,550	36,382	23,063	2,000	800	35,000	36,050	37,132	38,245	39,393	40,575
Auditor	8,500	9,500	9,500	9,500	10,000	9,500	9,738	9,981	10,230	10,486	10,748
Fundraising					10,350						
Speakers					2,400						
Consultants	6,800	17,355									
IT Support	7,200	8,120	7,800	7,850	7,425	7,800	8,580	9,438	10,382	11,420	12,562
Travel and Meetings											
Conference/Meeting	1,515	1,161	1,094	2,887	5,303	2,500	2,500	2,500	2,500	2,500	2,500
Entertainment/Misc.	3,255	5,621	5,658	16,427	28,638	4,000	4,000	4,000	4,000	4,000	4,000
Travel/Mileage	712	9,259	4,687	8,835	11,702	7,500	7,500	7,500	7,500	7,500	7,500
Holy Land Travel											
Contingency							0	0	0	0	0
Total Operating Expense	840,240	955,739	954,394	994,732	1,116,836	1,181,918	1,211,650	1,302,854	1,454,758	1,502,213	1,646,203
Net Revenue over Expense	66,577	(294,756)	8,025	61,127	(94,175)	14,741	54,579	68,720	26,041	92,157	66,736
Capital Expenditures											
Capital Projects	0	0				0	0	0	0	0	0
Capital Equipment	5,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Capital	5,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000

Organizational Chart



The Bible Seminary Succession Plan

General Succession Plan outlined in the following chart depicts organizational succession plans in the event of untimely death, departure, dismissal, or dissolution of individual paid or volunteer relationships with The Bible Seminary.

Position	Immediate, Interim Succession	Long-Term Succession
Board Chair	Vice-Chair	Board Nomination and vote
Board Vice-Chair	Chair designated Board member	Board Nomination and vote
Board Secretary	Chair designated Board member	Board Nomination and vote
President (CEO)	Provost (CAO)	Board search and vote
Provost (CAO)	President (CEO)	President search
Business Manager (CFO)	President (CEO)	President search
Academic Dean	Provost (CAO)	President and Provost search
Program Director	Academic Dean	President and Provost search
Operations Manager	Business Manager	President search
Registrar	Provost (CAO)	Provost search
Adjunct Faculty member	Adjunct Faculty member	Provost and Academic Dean search
Librarian	Student Services Coordinator	Provost search
Student Services Coordinator	Provost (CAO)	Provost search
Communications Director	Marketing Director	President search
Communications Associate	Communications Director	Communications Director search
Marketing Director	Communications Director	President search
Development Director	President (CEO)	President search

Catastrophic Plan in case of loss of multiple top leaders: Primary option is to ask former President to serve as Interim President and determine if key remaining staff and adjuncts are capable of continuing operations in full, scaled back, or suspended until the positions are recruited and filled in accordance with the General Succession Plan. Secondary option is for the Board to hire one or more interim, qualified leaders to help rebuild the top leadership position(s).

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Comprehensive Strategic Plan

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