VISION 2020

Originally Developed
March 30, 2004
Revised January 2009

CATCH THE VISION...IMPACT THE NATIONS
Taking the Whole Word to the Whole World
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INTRODUCTION

To All Friends of Vision International—

Over the past few months our Executive leadership has been in intense thought and prayer regarding Vision International and its various outreaches. Though Vision traces its history to 1974, my involvement began in earnest in May of 1990. We began with a mandate from the Lord and an opportunity to develop from the ash heap of broken dreams a unique ministry, which potentially could impact the nations for the sake of the Kingdom of God. We were full of hope and filled with ideas, but in reality had limited resources and small understanding of what would be required to fulfill the vision of Vision.

From our humble and humbling beginnings we have grown from a very small and inconsequential ministry to an emerging service which is in fact impacting thousands of lives in over 150 nations of the world. With a very limited budget and dedicated people we are successfully developing disciples of the nations through the local church and the Church of the locality.

In fact, when we (Karen and me, soon followed by Dr. Chant, Dr. Gurley, Dr. Bohac, Maureen Kelly, Rachel and Daniel Romero, Rebecca Volosin, and after them, Delores Horsman, the Klaus’s, the Delgados, the Daileys, the Mills, the Reichards, the Risches, our World Zone Leaders, and others) began this work, we had no idea how much time we would have or how we would fulfill the Vision of Christ. We have all been faithful to the vision of Vision, to equip the equippers and take the whole word to the whole world.

As we move to our 19th full year of ministry, (34 since the inception of Vision under Dr. Chant) we do so with a renewed fervor for God to give us wings to our vision.

The purpose of this booklet is to revision our purpose, and to look prophetically to the future (2020) with clear and expanding vision. The items presented here are for our future and the future of the ministry. As such, the report has been prepared with care and a sense of expectation of the presence of the Lord, which will be a strong and necessary part of our future together. Further, this document is our working blueprint for the coming years, and for our future as the Lord gives us time and opportunity to serve Him.

I am so honored to be a co-laborer with each of you. We have made some tremendous progress, positioning ourselves as a multi-national ministry with the resources to impact the nations by training and equipping God’s leadership around the world for effective discipleship of the nations. Thank you for your labor for the Lord and His Kingdom.

Sincerely in Christ,

Dr. Stan DeKoven
President
THE IMPORTANCE OF VISION

WHAT IS A VISION?

*Vision is purpose initiated and given by God!*

It is a purpose that will only be fulfilled by the working of God—if God is not in it; it will not come to pass! It is a purpose that must be fulfilled through the combined effort of a supernatural God through human, earthen vessels. (See Jer. 29:11-13 and Hab. 2:1-3, 14)

God, by His sovereign grace, imparts vision to those who seek Him for it. He has a plan and destiny for our ministry and his desire is to reveal His will to and through us. He desires for us to understand His purposes in all that we say and do. (Eph. 1:9, 17-18)

THE BIG DIFFERENCE BETWEEN VISION AND AMBITION

VISION

- Everyone needs a vision
- Without a progressive vision, the people live carelessly and perish (Prov. 29:18)
- With a vision we obtain purpose—a reason for being and doing
- With a vision we have direction—a place to go.
- With a vision we can (and must) develop goals—a measure of our collective achievement.
- With a vision we have fulfillment which brings true satisfaction

Of course we have no desire to perish or to live carelessly. We want to be blessed and be a blessing. Consequently we have and must continually seek the mind of the Lord for His vision for our ministry, and develop the necessary plans and programs to fulfill the vision as presented to us by the Lord. Our vision must have plenty of scope for all of us to reach our ministry calling. It is for this reason that we gather.

Thus, we write the vision, making it plain, that those who read it will proclaim it!

**Vision of Vision**

- To take the whole word to the whole world
- To Disciple the Nations
- To Equip Leaders to fulfill the Great Commission
  - Motivated by the Great Commandment
THE SCRIPTURAL FOUNDATIONS OF VISION
AN APOSTOLIC FOUNDATION

From the beginning of the church, the apostolic and prophetic foundation has been the only solid footing to build a ministry upon. The goal from the beginning of the church was to proclaim to the nations the truth of the revelation that Jesus is the Christ, and the fact that the Kingdom of God is come. The Lord Jesus Christ left to the Apostles in Jerusalem a specific key (authority) and a specific mandate (to make disciples of all nations), which is to be done through the gifts given to the Body of Christ (the five-fold ministry and other gifts, see Eph. 11-17, Rom. 12, I Cor. 12 and 14) until the Kingdom is fully established in the nations. As such, all true ministries of the gospel of Christ should have this as their supreme focus. Our responsibility is to carry out the mandate to disciple the nations in the most efficient way possible, in keeping with the vision the Lord has given to us.

Our primary call (Stan’s and the other principle leaders of Vision) from an early age has been to preach and teach the word of God. Over the years, the specifics of that call have been revealed, and in spite of wrong steps and false starts, has lead to our ministry and our present purpose. That is, to preach the gospel to the nations, and to teach or disciple the nations through the methods or vehicles directed by the Lord. These vehicles, as you well know, include the Bible College in the Local church or the church of the Locality, the external studies program, the counseling and consulting ministry, seminars and workshops through connected churches and ministries, and the publishing of textbooks and self-help/inspirational literature to assist the Body of Christ to grow to maturity. Though we “sell” a service and products, and we aim to sell much more than ever before over the next few years, our primary focus and function is to lay an apostolic foundation into existing local fellowships within a city, provide to them the tools necessary to bring restoration, reconciliation, and equipping to their people, and to speak prophetically into their ministries a vision of God’s vision to disciple the nations and establish a functional and glorious church which will be pleasing to the Lord. We are not the only ones who carry this noble purpose, but we have been uniquely prepared to fulfill a major portion of the purposes of God for our generation. May the Lord help us to remain faithful to the task.

Thus, our vision to “take the whole word, that is, a comprehensive gospel and necessary teaching to establish God’s church, from new convert to seasoned leaders with five-fold ministry calling and anointing, to the whole world, as mandated by the Lord, to all Jerusalem, to all of Samara, and to the uttermost parts of the earth, all at the same time.

How do we accomplish this great vision? By the Holy Spirit and through the gifts He has given, in partnership with others of like mind in the Body of Christ and by whatever means He makes available to us … for His glory!
The best model for ministry development is seen in Acts 19. Paul, finding believers, ensured that the fledgling church was loyal to Christ, had a proper spiritual foundation and then led them into teaching that released them into ministry to fulfill the vision.

**OUR PURPOSE**

In order to fulfill the vision that the Lord has given, we must begin with a clear statement of our purpose. Purpose is defined as “an idea or ideal kept before the mind as an end of effort or action; design; or aim. A particular thing to be effected or attained; practical advantage or result” (Funk and Wagnall’s, Standard Encyclopedic Dictionary). A purpose is something that is to be kept in the forefront of our minds; it is the very thing we are attempting to accomplish. With this in mind, our purpose is:

- To honor Christ by focusing our prayers and attention on fulfilling the Vision.
- To establish, implement, and service our Network of Schools, churches and students with a servant’s heart, with integrity and thoroughness.
- To publish and distribute the highest quality training material for equipping God’s leaders worldwide.
- Developing Educational Consulting Services for churches and ministries, through our Network of Educational Resource Centers, Seminars and by Distance Education.

We will endeavor to remain on task in accomplishing our objectives with God given and agreed upon priorities. Thus we must

- Continue to “write the vision”; to make it plain so others will read and proclaim it” through the word of mouth methodology of ministry expansion.
- Ruthlessly avoid any division, rebellion, or controlling person or the spirit behind them who would desire to divide and conquer. Prayer and spiritual warfare are essential to our success.
- Daily remind each other of the reason for our ministry and stir up the gifts of God in each other through encouragement, mutual support, and joint effort. We are to bear one another’s burdens and bear our own burdens (Gal. 6:2).
- We will continue to seek divinely appointed covenant relationships as members of our Board of Regents, Donors, Resource Centers, and Students into our great work and workers in the Lord’s harvest field. Without covenant relationships, nothing permanent can be established.
VISION’S NETWORK

Vision International Education Network
“Developing Leaders through Distance Education”

The Need
The church in the nations, including U.S. & Canada, is experiencing phenomenal growth, but it lacks biblical and spiritual depth. Why is this? The church and her agencies face a leadership crisis, both in quantity and quality. This shortfall of effective pastors, ministry professionals, and lay leaders is the greatest need of our day.

Our Response
Effective leaders are formed in an environment of quality relationships and resources. Vision develops church and ministry leaders through valuable pastoral and theological courses and resources, and mobilizes others to do the same. Our sources are reliable, flexible, and accessible. We are taking the whole word to the whole world.

Our Mission
To equip leaders worldwide through dynamic theology and practical ministry courses, leadership training, and consulting services, and to assist others to do the same.

Our Ministry
Since 1974 Vision has produced over 100 high-quality distance education courses for students, pastors, ministry personnel, study groups, and individuals—featuring some of the best authors and teachers of our time. Tens of thousands of people and thousands of churches worldwide have used our courses for academic credit, ministry advancement, and personal enrichment.

Our ministry consists of two 501 c 3 corporations, linked by a common purpose. They are:
- **Vision International Education Services, Inc.**, which sponsors primarily the degree completion and Graduate programs of Vision International University-Direct or On Line. President Dr. Stan DeKoven, and Vision International Institute for Continuing Education, certificate in specialty areas of training. Director, Sara Reichard, M.A.
- **Vision International Network of Ministries, inc.**, which manages the Vision International College- Australia, VETAB accredited certificate- Advanced Diploma in Theology and Ministry program in US and many other nations. President, Dr. Ken Chant; Director Dr. Denis Plant; Vision International Extension Institute-Resource Centers and certificate programs in and through local churches worldwide. Principal, Dr. Tim Daily, Director and Dean Drs. Tal & Dee Klaus; Vision Publishing Services, led by Daniel and Rachel Romero, Family Care Services, a counseling and consulting ministry, Walk in Wisdom Media, radio and internet based TV programs, and the Vision Group, for consulting services to the body of Christ.

Our Next Steps
- Expand our Programs as discussed in the Strategic Plan
• Achieve State Approval (completed)
• Achieve Accreditation (still in process)
• obtain facilities for growth; necessary for accreditation

Conclusion
Of course, a vision alone will not produce Kingdom results. It takes a team. Our Team, made up of paid and non-paid leaders, are women and men of dynamic ability and availability. As a Team, we will fulfill the purpose of God. To follow are specific goals, a portion of the 2020 Vision covering our major ministry activities. By God’s grace, we will fulfill our vision and purpose for Christ.
Organizational Philosophy

Our organization must accommodate and facilitate our spiritual direction. The organization and technology are to serve the vision; never visa versa.

MISSION

The mission of Vision International Education Network is to effectively educate and train men and women called to ministry by means of a distance education model in direct cooperation with the leadership and supervision of the local church. The training model is biblically based Christian higher education (undergraduate through graduate), for preparing Christian pastors, missionaries, church leaders, educators, and other professionals for leadership in various fields of vocational ministry. This mission is accomplished through a Christ-centered distance education curriculum of academic excellence, intellectual inquiry, spiritual and moral integrity, and practical experience. The educational methods include various delivery systems such as correspondence, online courses, video and audiotapes/CDs, local church based seminars and other instructional and extracurricular activities as needed and warranted. The scope is international, penetrating all nations, cultures, languages, and people groups.

Structure and Organization: Implementing the Strategy

Where do we Begin, When, and With Whom?

In this document we identify the key leaders and workers that are presently, functional and will be necessary to be involved in implementing the strategy. In some cases, there has yet to be a person designated to fill a position, either due to timing, budget, availability of a qualified person, or a combination of the above. In each case, written in this strategic plan will include the present personnel and other needs, along with “prayer needs.” We will “Pray the Lord of the Harvest” to send forth the needed worker or leader.

We are identifying planning teams who are working under the direction and guidance of the Board of Regents and Executive leadership. The teams have developed annual goals and objectives for each of the critical areas they are responsible.

Our goal has been a broad overview, or big picture, of what we want to achieve. Our objectives are, as much as is possible, concrete, quantifiable, measurable, and immediate goals. These are what we want to achieve in a specific time period. Our goals and objectives were specifically written in harmony with our ministry vision, mission, and values. The goals and objectives are of two types:
Quantitative Goals and Objectives

We have tasked each department to establish at least two quantitative goals and objectives for each department, program, and ministry. These goals and objectives are reviewed and adjusted during our quarterly Prayer and Planning meeting of the Organization.

Manual of Programs and Ministries

At the completion of this never to be fully completed process, a Manual of Programs and Ministries (what you find in your hands) will be developed to provide a brief overview and description of each department. It is to be used as both an internal management tool to keep track of what the ministry is pursuing, as well as a communication tool for new and existing members.

The manual includes the following information on each department and the programs and ministries they offer:

- **Name of the Department/Program**
- **Mission/Purpose Statement** See above
- **Description** See above
- **Primary Contact Person** Dr. Stan DeKoven, sdekoven@vision.edu, 760-789-4700
- **Leader and Worker listing** N/A
- **Program/ Listing** N/A
- **Calendar for Programs/Ministries** Board of Regents Meetings twice a year, and Executive Planning meetings as needed.

Qualitative Goals
Manual of Policies and Procedures

Further, a Manual of Policies and Procedures has been developed to provide an extensive overview of how the University operates both at the administrative and academic delivery levels. To be effective, the manual is divided into two separate, but related sections:

- **Administrative Policies**

  The policies section represents “one-time” decisions by the executive leadership regarding important coordination, operational, and legal matters. These policies are to be placed in either alphabetical or topical order for easy reference.

- **Procedures**

  The procedures section provides a detailed description of how each department functions. Where possible, it provides step-by-step sequential instructions about what to do and how to do it.

  The procedures are written for ease of understanding, so anyone with the basic skills required for the task could do the job exactly right the very first time.

  This manual is manufactured by our Director of Administration; updating quarterly in electronic format, and stored on the extranet.

Goals 2020- Overall Goals for Vision

I. **Spiritual**

a. To fulfill our mandate of equipping the equippers to equip the saints and take the whole word to the whole world.

b. To increase our covenant relationships, both local and international.

c. To increase prayer, praise, and worship in our personal lives and in our ministry. Special focus of prayer will be for the fulfillment of the vision.

d. To bless God’s people; to train His leaders and reach the lost for Christ.

e. To help establish “Antioch/Ephesus” model school/ministry centers in our World Zones.

f. To provide for distribution of our courses to students throughout the world as materials are translated and made available to the nations we serve.

II. **Administrative**

  1. To complete and implement new database System. (in process)
2. To prepare Vision International University for application to appropriate accreditor. (In process)
3. To expand our offices to accommodate our growth in the timing of God, to include classrooms and library.
4. To revise our curriculum to meet and exceed all accreditation standards.
5. To ensure that our delivery systems and student support services are comprehensive and sophisticated, web based, and expandable.
6. To articulate with regionally accredited Universities and achieve accreditation or equivalent on key nations.

III. Program Goals

1. Separate VIES/VIU from VIMN/VICS by corporation and activity (done)
2. Achieve accreditation or paths or our students… in process
3. Complete the computerization of all records with new SIS system-done
4. Enroll 100 new External Students in 2009, 150 by 2010, 200 by 2011, 300 by 2012; continued growth from there.
5. Recruit and train a Development Director for marketing and fundraising.-done
6. Develop Leadership Training Seminars and market them.
7. Finalize programs we will match for the future.
8. Raise budget through various methods
9. Continue to develop the network of relationships around the world.
10. Complete curriculum packages in key language groups.

In 12 years …

Our enrollment of direct students will be 1,000 per year in all programs.

Our reputation and standing in the community will be described as: An excellent provider of quality educational and ministry training.

Our constituents (members, students, lenders, suppliers, others in the Ministry of God, etc.) will describe us as: A quality educational ministry for the nations.

Our programs and ministries will be fully developed, fully resourced, and highly effective.

Our geographic scope will be global.

Our focus in the community will be a ministry that others line up to do business with.

The specific values or benefits received by our students, faculty and donors will be described as: quality, uncompromising, and excellent in all aspects.
The people working in our organization will be fully qualified and sufficient in number to fulfill the mission.
Vision International University

ACADEMIC PLAN
2009-2020
Name of the Department/Program - Academic Department

- **Mission/Purpose Statement** - To provide the programs and courses to educate and train men and women for effective service, with outstanding faculty and timely services.

- **Description** - The academic department is responsible for the programs and courses to educate and train men and women for effective service, with outstanding faculty and timely services.

- **Primary Contact Person** - Scott Rische, D.Min., srische@vision.edu, 760-789-4700/ dr. Joshua Reichard, jreichard@vision.edu

- **Leader and Worker listing** - Dr. Tal Klaus, Assistant Dean, tklaus@vision.edu, 760-789-4700

- **Program/Listing** - See latest Catalog

- **Calendar for Programs/Ministries** - Strategic Planning, Faculty Committee, Academic Review of Curriculum quarterly, via internet and face to face at annual meeting.

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our department, and will be reviewed on a quarterly basis:

Qualitative Goals
1. To create stronger programs for our students through continuous evaluation of our curricular offerings.
2. To develop and expand our faculty

Quantitative Goals
1. To evaluate and update all syllabi by June, 2007. (Done)
2. To add two additional academic staff to academic department during 2009. - Not done

**Alignment with Vision, Mission and Values of the Ministry of God**

The above mentioned goals and objectives are in keeping with the mission of VIU.
Vision International University

STUDENT SERVICES PLAN
2009 - 2020
Name of the Department/Program- Student Services, to include Registrar, Records and Admissions

- **Mission/Purpose Statement** to provide the highest quality, safest and most secure of student services from registration to graduation and beyond.

- **Description** Student services provides for Admissions, initial student program planning, student registration, records accumulation and management, transcripting and graduation verification for all students of the University.

- **Primary Contact Person** Director, Students Services, Maureen Kelley, M.A., address, mkelley@vision.edu, 760-789-4700 ext. 114 and Director of Admissions, Rebecca Volosin, B.A., rvolosin@vision.edu, 760-789-4700 ext. 111.

- **Calendar for Programs/Ministries-** Student Services Committee, Admissions Committee, Graduation Committee, Alumni Committee, which meet as needed throughout the year.

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our Department, and will be reviewed on a quarterly basis:

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| **Quantitative Goals** | 1. Eighty percent of inquiries will receive a response within 1 business day.  
2. Every inquiry will be responded to within 3 days.  
3. A message of encouragement will be sent to every student every month. | 1. Ninety percent of inquiries  
2 . . . . 2 days.  
3 . . . . Three weeks. |
| **Qualitative Goals**   | 1. Receive a satisfaction rating of 99% of Survey of Students          | 1. Encourage students to continue studies better  
2. Improve retention rates by more student interaction |
Vision International University

DEVELOPMENT PLAN
2009 – 2020
Name of the Department/Program- Development Department

- **Mission/Purpose Statement**- To assist in the full resourcing of the University, from grants, donations, and other sources to strengthen and facilitate the growth of the University.

- **Description** The Development Department is tasked with the responsibility of planning and implementing fundraising strategies for the University through alumni, community, and corporate donors, and through other strategic initiatives.

- **Primary Contact Person**- Dr. Johnny Carter, jcarter@vision.edu, 760-789-4700 and Mr. Dick Edic, consultant

- **Calendar for Programs/Ministries**- Annual Banquet, Vision Day programs, direct solicitation.

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our department, and will be reviewed on a quarterly basis:

**Qualitative Goals and Objectives**
1. To fully develop the fundraising program of VIU
2. To reach the goal of 50% of budget

**Quantitative Goals and Objectives**
1. To raise over $200,000 in direct funds for the support of VIU programs
2. Develop a planned giving system for VIU

- In cooperation with student services department. Develop an effective, functional alumni association.
Vision International University

INSTITUTIONAL ADVANCEMENT PLAN
2009 – 2020
Name of the Department/Program: Institutional Advancement

- **Mission/Purpose Statement** Through marketing and other means assist in the advancement of all programs and services of the University.

- **Description** The Institutional Advancement team develops marketing and advertising strategy, develops relationships, and assists in outreach to the community for the betterment of the University as a whole.

- **Primary Contact Person** Joshua Reichard, D.Phil, jreichard@vision.edu, 330-743-8160

- **Leader and Worker listing** Dr. Steve Mills, VP, Strategic Alliances, smills@vision.edu, 760-789-4700

- **Program/Listing N/A**

- Assist in project funding for International Operations
Name of the Department/Program - Technology Department

- **Mission/Purpose Statement**  To develop the technological infrastructure necessary to support the programs and systems of VIU

- **Description**  The technology department supports both administrative and educational programs, and becomes more important (and busier) every month as new programs are written to serve educational, record keeping, communications, and marketing needs. The department has distinguished itself by creating electronic systems of extraordinary complexity that are efficient and user friendly.

- **Primary Contact Person**  David Richardson, B.A., Coordinator drichardson@vision.edu, supervised by Dr. Joshua Reichard.

- **Leader and Worker listing**  (N/A)

- **Program/ Listing**  N/A

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our department, and will be reviewed on a quarterly basis:

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<td><strong>Quantitative</strong></td>
<td>1. Improve technology budget by $3,000 ~ $5,000 /month</td>
<td>1. Improve technology budget by $10,000 ~ $15,000 /month</td>
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<td><strong>Goals</strong></td>
<td>2. Redesign website</td>
<td>2. Add a dedicated T1 line</td>
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<td>3. Convert all student records to new SIS database</td>
<td>3. Add 3-5 dedicated servers</td>
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<td>4. Convert all curriculum to online format</td>
<td>4. Add 2-3 staff members</td>
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<td>5. Improve server capacity and performance</td>
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<tr>
<td><strong>Qualitative</strong></td>
<td>1. Improve technical support response time</td>
<td>1. Improve usability of all technology systems</td>
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<tr>
<td><strong>Goals</strong></td>
<td>2. Improve aesthetics of website and marketing materials</td>
<td>2. Create better tutorials and handbooks for systems</td>
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<td>3. Improve strategic partnerships</td>
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<td>4. Improve curriculum design</td>
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Vision International University

INTERNATIONAL PLAN
2009 – 2020
Name of the Department/Program- International Outreach (In conjunction with * Vision International Network of Ministries, Inc.)

- **Mission/Purpose Statement**- The international outreach department is responsible for the development of key international opportunities for the educating of national leaders in various partner nations.

- **Description** Along with the development of key international opportunities for the educating of national leaders in various partner nations, the International Outreach Department develops ministry opportunities in the nations, while insuring quality control for all services offered by Vision International University.

- **Primary Contact Person** Dr. Tim Daily, Vice President, Internal Operations, Kuwait, tdailey@vision.edu, Dr. Steve Mills, Vice President, Strategic Alliances; smills@vision.edu

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<td><strong>2009</strong></td>
<td><strong>Next 5 to 7 years</strong></td>
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| **Quantitative Goals**  | 1. Establish 100 new Resource Centers throughout the World. *  
2. Identify 100 key leaders for our Distance Education Leadership Program  
3. Open a Resource Center in the Philippines for Chinese Leadership. *  
2. Translation of all Vision Material into Tamil, Hindi, Chinese, Korean, Russian, French, Arabic, and other languages as God opens doors. |
| **Qualitative Goals**   | 1. Make necessary changes to improve the World Zone System.  
2. Have all Zone Leadership in Place by the end of 2009.  
3. Build stronger relationships with the Leadership. | 1. Have full-time VIEN World Zone Leaders who are fully funded through our International offices and committed to the vision of Vision.  
2. Establish one VIEN office in each Zone that will be completely dedicated to the work of Vision and the advancement of that Zone. |
Name of the Department/Program: Finance Department

- **Mission/Purpose Statement** To ensure the proper accounting for all funds remitted to the university, and to further ensure all bills are paid in a timely manner, according to the requirements of the University. The ultimate goal is sustainability of the Mission.

- **Description** The Finance Department fulfills accounting functions for the University. It is recognized that it is time for budgeting procedures to become more decentralized so that the budget is developed by a team working with the executive leadership of each department. The budget is to reflect the values, mission, and vision of the University. The Finance Department prepares monthly financial reports. The President and the financial team receive a detailed report each month; the Board of Regents receives a summary. The full financial summary report is provided to annual business meeting of the University, and as requested by the Board of Regents or Executive Leadership. The full detailed report is to be available to any donor upon request.

- **Primary Contact Person** Rachel Romero, Director of Administration, Ramona, CA, finance@vision.edu, 760-789-4700 ext. 110

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our department, and will be reviewed on a quarterly basis:

**Qualitative Goals and Objectives**
1. Improve budgeting procedures
2. Improve asset to liability ratio
3. Improve cash flow margin.
4. Improve fund investment; higher yield investments

**Quantitative Goals**
1. Increase operational expenses by 5%
2. Decrease revenue dependence on tuition to 50% of income
   Fund fulltime Bookkeeper
Vision International University

HUMAN SERVICES PLAN
2009 – 2020
Name of the Department/Program- Human Services

- **Mission/Purpose Statement** To insure that adequate personnel are provided to achieve the mission of Vision.

- **Description** The Human Services department is responsible to resource every department with personnel needed to achieve the mission. This includes planning for future needs as required.

- **Primary Contact Person** Rachel Romero, B.A., Director of Administration, rromero@vision.edu, Ramona, CA. 760-789-4700

- **Leader and Worker listing** n/a

**Evaluation of Personnel**

The evaluation of both paid and volunteer personnel should occur on a quarterly basis. Annual evaluation processes do not provide the feedback and input people need to keep growing and developing.

1. Personal Evaluation
2. Performance Evaluation
3. Spiritual Evaluation
4. Family Evaluation

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our department, and will be reviewed on a quarterly basis:

**Qualitative Goals**
1. To implement and strengthen the evaluation process of all personnel, along with training programs needed.
2. Develop comprehensive strategy for personnel needs.

**Quantitative Goals**
1. Increase clerical staff by two for 2009
2. Add full time development officer and support staff in 2009
Name of the Department/Program - Library Department

- **Mission/Purpose Statement** - To provide an effective and comprehensive online library for all Vision students.

- **Description** - Vision International University, being a distance education institution, must provide adequate library resources for students in all departments of the University.

- **Primary Contact Person** - Rev. Ken Nielsen.

**Evaluation of Programs and Ministries**

The following goals and objectives have been developed for our department, and will be reviewed on a quarterly basis:

The University maintains an online library with links to various resources on the Internet. The resources include free databases such as Google Scholar and Windows Live Academic as well as subscriptions for Questia and ProQuest, paid by the institution and accessible at no cost by Vision students.

The online library resources can be found at: [http://library.vision.edu](http://library.vision.edu).

**Qualitative Goals**

1. To improve the usability of online library resources.
2. To employ a part-time Director of Library Services who can focus on working directly with students on research activities.

**Quantitative Goals**

To make more paid resources freely available to students.
Vision International University

ADMINISTRATIVE PLAN
2009 - 2020
Name of the Department/Program- Administration

- Mission/Purpose Statement To give oversight to all general operations of the University.
- Description The Chief Administrator is responsible for the overall administrative flow of the University.
- Primary Contact Person Rachel Romero, B.A., Director of Administration, rromero@vision.edu, 760-789-4700

Evaluation of buildings, Facilities and Equipment

All buildings, facilities and equipment should be inspected and evaluated on a quarterly basis.

1. Staff evaluation- done by department, and gathered for review quarterly.
2. New employee evaluation, training and supervision.

Evaluation of Programs and Ministries

The following goals and objectives have been developed for our Department, and will be reviewed on a quarterly basis:

Qualitative Goals and Objectives
1. To review and update the Policies and Procedures Manual of the University, as a part of an ongoing development process, while implementing annual evaluation procedures for the Policy and procedures of the University.
2. To ensure the smooth operations of the University through improved communication, both verbal and written.

Quantitative Goals and Objectives
1. To develop four training programs for in house staff, to be utilized as a part of our Prayer and Planning program.
2. To increase our benefits package for staff by 10%.
Vision International Network Ministries

CATCH THE VISION…IMPACT THE NATIONS

Taking the Whole Word to the Whole World
VIEI / VIC

Name Department/ Programs: Vision International Extension Institute- Vision International College

Mission Purpose: Our mission is to develop Apostolic/ Prophetic Training-Education centers on local churches worldwide.

Description: VIEI/ VIC is a school of ministry, years 1-3 of college accredited by VETAB accreditation, with mentorship in and through local churches.

Primary Contact: Principal Dr. Denis Plant, Australia; Director, VIC; US Director VIEI Dr. Tal Klaus

Goals/ Objectives

Qualitative:  
1. To become the most dynamic, flexible educational ministry for local churches worldwide.  
2. To increase our North American outreach to report out international outreach.

Quantitative:  
2. Increase share income by 50%
VISION PUBLISHING SERVICES

Name of Department: Vision Publishing Services, Inc.

Purpose /Mission: To publish and distribute inspirational and educational materials on multiple formats nationally and internationally.

Description: Vision Publishing publishes books, study guides and inspirational materials on a print on demand format and (soon) ebook, in multiple languages to equip God’s people.


Goals & Objectives

Qualitative:
1. To develop and market higher quality Christian Literature in multiple formats and languages.

Quantitative:
1. To complete part of all VP books into Lighting Source, perfect bound format by the end of 2009.
2. To put all books into ebooks formatting by ends of 2009.
3. Develop full marketing program in multiple markets.
WALK IN WISDOM MINISTRIES

Name of Department: Walk in Wisdom: Teaching and Media ministries

Purpose/ Mission: The purpose of the Walk in Wisdom Ministries is to expand the teaching ministry of Dr. Stan DeKoven and others into other markets other than direct distance education.

Description: The purpose of the Walk in Wisdom Ministries is to feature the teaching ministry of Dr. Stan DeKoven and others on the Internet, via Radio and TV, and in seminars not directly related to Vision, but utilizing Vision Educational Materials and programs.

Leadership: The leadership includes Dr Stan DeKoven, with the assistance of Daniel Romero and Rachel Romero

Goals & Objectives

Qualitative: The overall goal is to extend the teaching ministry, and utilize our teaching program to expand the overall ministry. Our goal for 2009 is to begin:
- DVD Programs for the University and other markets
- Begin a Radio program, internet or other
- Begin teaching program for internet TV, You Tube, etc.

Quantitative: To begin at least one Walk in Wisdom Media based program as the Lord opens doors in 2009, with expansion from there.
FAMILY CARE SERVICES

Name of Program: Family Care Services

Purpose/ Mission: The purpose of the Family Care Services is to provide individual, group and family counseling, to include addictive counseling and consultation in the development of counseling services.

Description: FCS is a local counseling ministry in the San Diego area, and is a consulting ministry to churches desiring to start counseling ministries.

Leadership: Dr. Stan DeKoven and Dr. Johnny Carter

Goals & Objectives

Qualitative: To expand the counseling services as the Lord opens doors, and to assist others to develop counseling services.
Name of Department: The Vision Group

Purpose/ Mission: To be a consultative resource to Local Churches and Christian Businesses

Description: The talented men and women of Vision have numerous skills and abilities of potential benefit to churches and businesses (such as Business as Mission, etc.). The Vision Group is simply an umbrella ministry for various consulting outreaches.
Developing a Strategy

*How Will We Get Where We Want to Get?*

Boil down your lists of strengths, weaknesses, limitations, opportunities and threats into three or four priority issues. Then, narrow down these broad issues into a set of strategic objectives.

Strategic objectives are what the ministry commits to accomplish in the long term. Many ministries set 3-5 year objectives and detailed first-year objectives that serve as stepping stones in the long-term plan.

A strategy is the process that determines how your ministry will accomplish its mission. Your strategy answers the “how” question for your ministry.

As a starting point, recall that Jesus only asked the ministry to do 5 things:

1. Worship (Matt. 4:10)
2. Discipleship (Matt. 28:18-20)
3. Evangelism (Matt. 4:19)
4. Fellowship (John 13:34,35)
5. Compassion (Matt. 5:44-48)

That’s all He asked us to do! How do each of these relate to your mission statement? Are any of them left out of your mission statement? If so, what changes do you need to make to the statement?

For Vision International, there are *critical areas* that need to be addressed in strategic planning. **For Vision, as a College/University program, the critical areas needing to be planned for include:**

- Distance Education Programs and Services
- Resource Center Development
- Academics, to include curriculum development
- Marketing
- Staffing
- Fundraising
- Facilities Development
- Administration

Brainstorm in for each of the 8 critical areas is required for each department of Vision. From this brainstorming, the teams will develop a draft of a strategic plan for their department. That is, plan multiple ways each critical area can accomplish the mission and vision of Vision International.
Next, write a draft of a ministry Model for each critical area using the following:

**Making Distance Learning Work**

Distance Learning (DL) simply describes any learning environment where some physical distance exists between the teacher and the learner, but may still include learner-mentor interaction.

**Advantages**

There are distinct advantages to Distance Learning. Quality DL courses are:

- **Available.** If you cannot attend classes, you can take DL courses!
- **Flexible.** Learners choose the best time and location for study.
- **Reliable.** Vision courses feature experts in their field of study.
- **Dependable.** Results of DL compare equally with classroom outcomes.
- **Affordable.** DL courses themselves cost less than classroom courses.
- **Integrated.** Vision programs are integrated with the local church mission.

**Suggestions for Expanding Resource Center (RC) Participation**

To ensure a quality learning experience, and to expand your student base, consider the following:

- Empower someone as the chair and champion of your work.
- Promote the RC option through the local church and in the community.
- Highlight the advantages:
  - Students can fill course gaps.
  - Students can accelerate degree completion.
  - Everyone can develop study skills through independent study.
- Require all students to take one or two RC courses to be a part of a leadership team. With good mentoring, students learn skills for lifelong learning and develop greater personal discipline.
- Recruit students through DL:
  - Get new students in your door through DL courses.
  - Enroll continuing education students.
  - Expand your work with alumni.
- Hold student orientation. The more you facilitate face-to-face orientation between student, instructors, and materials, the more successful you will be! Establish personal contact and support!
- Offer the maximum course options for maximum flexibility and participation.
- Equip your registrar and recruiters to understand and promote the RC.
- Inform the faculty and administration of the value of the RC.
- Use Vision courses for independent study electives: they are ready-made and reliable.
- Use Vision courses as retention tools: encourage those who have dropped classes or who may need time off, to take DL courses – to keep the momentum and progress going.
We believe the advantages outweigh the challenges, and indeed some of the challenges are paths to more advantages. DL/RC is not the entire answer, but done will, it meets many needs and provides more options.