



**“STRATEGIC IMPACT”
2006-2011 PLANNING
PRIORITIES**

1. Academic - P. Dearborn / G. Bredfeldt	Accomplished? [mm/yy] Cite documentation
<ol style="list-style-type: none"> 1. Develop a Worship Arts/Music program 2. Consider and add new degrees <ol style="list-style-type: none"> a. Explore a Doctoral Program b. Explore a Masters of Divinity Degree c. Explore a Bachelors in Secondary Education 3. Complete re-accreditation process 4. Complete a comprehensive curriculum review 5. Develop and expand Biblical On-line Education 6. Enhance and improve Academic Advising 	SEE YEARLY SUMMARIES BELOW

2006-2007

CIEP PLANNING PRIORITIES	STATUS	RECENT DEVELOPMENTS
Develop Worship Arts program	In process	New direction & Philosophy developed, being communicated; should see something soon
Consider and add new degrees	In process	M.Div. concept proposal @ committee 3.8.2007
Doctoral program	On hold at Cabinet	Reviewed annually by Cabinet
M.Div. program	Concept Proposal	Concept proposal presented 3.8.2007
Secondary education program(s)	NA	Nothing being actively done
Complete reaccreditation	In process	Site visit 4/9-4/12
Complete curriculum review	In process	Committee developing a philosophy of education
Develop and expand biblical online education	In process	MSA approval; being marketed; currently have 9 students; other courses being developed
Enhance and improve academic advising	NA	Some progress relating to Christian formation but no progress on academic advising itself

2007-2008

CIEP PLANNING PRIORITIES	STATUS	RECENT DEVELOPMENTS
Develop Worship Arts program	In process	Name change complete - working on individual programs
Consider and add new degrees	In process	M.Div. - considering BSW & specific music degrees
Doctoral program	On hold at AALT	Reviewed annually by AALT
M.Div. program	Concept Proposal	Concept proposal refined - coming back to CIEP Jan 2008
Secondary education program(s)	On hold at AALT	PDE Certification realignment may influence this
Complete reaccreditation	Complete	Site visit 4/9-4/12
Complete curriculum review	In process	Parameters due this fall - spring 2008 goes to divisions/department
Develop and expand biblical online education	In process	Developing DCP courses - marketing underway - growing into TU and Grad School
Enhance and improve academic advising	In process	CSI implemented - Christian formation implemented

2008-2009

CIEP PLANNING PRIORITIES	STATUS	RECENT DEVELOPMENTS
Develop Worship Arts program	In process	New programs approved, several others waiting approval
Consider and add new degrees	In process	MEd; BMus; M.Div.
Doctoral program	On hold at AALT	Will discuss further when new dean arrives
M.Div. program	In process	CIEP approved; waiting for direction from new dean
Secondary education program(s)	On hold at AALT	PDE Certification realignment may influence this
Complete reaccreditation	Complete	Site visit 4/9-4/12
Complete curriculum review	Complete	Courses continue to be developed but bulk of work done
Develop and expand biblical online education	In process	DCP course dev. done by fall; starting grad course development
Enhance and improve academic advising	In process	No new progress

2009-2010

CIEP PLANNING PRIORITIES	STATUS	RECENT DEVELOPMENTS
Develop Worship Arts program	In process	Department growing - first year of renovated space
Consider and add new degrees	In process	MEd; BMus; Mdiv
Doctoral program	On hold at AALT	Will discuss further when new dean arrives
M.Div. program	In process	New Dean hired; considering options
Secondary education program(s)	On hold at AALT	PDE Certification realignment may influence this
Complete reaccreditation	Complete	
Complete curriculum review	Complete	
Develop and expand biblical online education	In process	One year cert now delivered online
Enhance and improve academic advising	In process	No new progress

2010-2011

CIEP PLANNING PRIORITIES	STATUS	RECENT DEVELOPMENTS
Develop Worship Arts program	In process	Approved seeking NASM accreditation
Consider and add new degrees	In process	Ph.D.; Bmus, new MAM Concentrations
Doctoral program	Complete	Ph.D. now offered
M.Div. program	On Hold	Looking to partner with other institutions to accomplish this
Secondary education program(s)	On Hold	Middle level needs established first
Complete reaccreditation	Complete	
Complete curriculum review	Complete	
Develop and expand biblical online education	In process	Developing FasTrak delivery at grad level
Enhance and improve academic advising	In process	New academic structure puts advising squarely on departments; advising handbooks being developed

1. Academic - P. Dearborn / G. Bredfeldt	Accomplished? [mm/yy] Cite documentation
<p>2. Consider and add new degrees a. Explore a Doctoral Program</p>	<p>2a. Explore a Doctoral Program Internal Planning Approvals CONCEPT PROPOSAL:</p> <ol style="list-style-type: none"> 1. CML Department 10/2009 2. Professional Division 11/2009 3. Academic Planning Committee 11/2009 4. CIEP 11/2009 5. Cabinet 12/2009 <p>FULL PROPOSAL:</p> <ol style="list-style-type: none"> 1. CML 12/2009 2. Professional Division 01/2010 3. Academic Planning Committee 01/2010 4. Cabinet 01/2010 5. Educational Committee of the Board 02/2010 6. Trustees 02/2010 <p>PDE Statement of Program Design Approved 05/2010 PDE Full Approval 12/2010 ABHE Full Approval 12/2010 MSA Full Approval 12/2010 Program Launched 09/2011</p> <p>DOCUMENTATION: Concept Proposal (Internal) Full Program Proposal (Internal) Substantive Change Requests (External) Approval Letters (External)</p>

<p>2. Consider and add new degrees</p> <ul style="list-style-type: none"> a. Explore a Doctoral Program b. Explore a Masters of Divinity Degree 	<p>2b. Explore Master of Divinity Program</p> <p>Concept Proposal: In October, 2007 a concept proposal was introduced for the development of a Master of Divinity (MDiv) degree program. The proposal was approved by the Biblical Division (2/06/07), the Church and Ministry Leadership Department (2/21/07), the Professional Division (3/8/07) and the Academic Planning Subcommittee (3/8/07). The proposal was then submitted to CIEP. The proposal was considered but returned with a request for resubmission after further research and detail. Concept Proposal Rejected due to further cost analysis on 10/14/2009</p>
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2. Enrollment Management - J. Beers	Accomplished? [mm/yy] Cite documentation
<p>1. Develop a comprehensive Enrollment Management plan and process – Student Lifecycle Management</p> <p>a. Marketing</p> <ul style="list-style-type: none"> • Develop a comprehensive Marketing plan • Improve market position <p>b. Recruitment</p> <ul style="list-style-type: none"> • Develop a plan to address diversity • Develop recruitment teams <p>c. Enrollment</p> <ul style="list-style-type: none"> • Secure more applications from ministry-minded students • Streamline the enrollment and registration process <p>d. Retention</p> <ul style="list-style-type: none"> • Develop more and appropriate student services • Establish projections for retention rates • Improve academic advising • Complete a comprehensive scholarship review 	<p>While a comprehensive Enrollment Management Plan is still in process, the following actions have been taken.</p> <p>1a. Peter Castor was hired in 2011 as Director of Marketing after a year of working with an outside company JPL to completely re-brand the institution. Cabinet decided to bring marketing back “in-house” in Fall, 2010 to more closely address our institutional marketing challenges and opportunities. A comprehensive marketing and communications plan was developed in the fall of 2011 to include changes to our iLEAD program and the ever-changing landscape of higher education. This plan is in implementation as we enter 2012.</p> <p>1b. Annette Hernandez was hired as a bi-lingual Dean of Women and Director of Student Care. (07/09) Recruitment teams were formed known as Team Charger that traveled the past two summers (09-10) recruiting and representing the college in camps and churches across the country. In addition, two worship teams represented the college in 2010 in the same manner.</p> <p>1c. The college saw record applications for the 2009 and 2010 years. In addition, the enrollment management model shifted as many colleges who saw record applications saw a decrease in enrollments. Strategies were adjusted and LBC has seen significant growth in both the traditional and non-traditional student the past 3 years topping 1000 students in Fall, 2011 for the first time in school history. We continue to examine and adjust the enrollment process to simplify and identify ministry minded students.</p> <p>1d. In working with the office of the Registrar, projection rates for retention rates have been established and retention increased over 2% in 2011 with the model in place as well as additional personalized services to assist in retaining students. The early alert process has been tweaked to identify struggling students sooner. The life mentoring program, now known as So/Journ is also engaged with supporting at risk students. Academic advising continues to be a focal point of addressing student success in their academic program. A scholarship review was completed in fall, 2011 and adjustments</p>

<p>e. Placement</p> <ul style="list-style-type: none"> • Improve placement services • Network for new ministry opportunities <p>f. Alumni Involvement</p> <ul style="list-style-type: none"> • Increase alumni involvement in giving, recruiting, and placement <p>2. Develop a comprehensive Student Services Plan</p>	<p>and increases to scholarships were approved by the Cabinet to continue to address the challenges of keeping LBC as affordable as possible.</p> <p>1e. Career Services has been established under the leadership of Cameron Martin in the Fall, 2011 to address Placement services. Two career planning events are planned for the spring, 2012. In addition, the office of Leadership Development is creating a network of ministry connections through the newly launched e/Merge program, formerly Christian Service.</p> <p>1f. Alumni giving and recruitment increased the last two years particularly through the annual phone-a thon event led by current students as well as consistent communication through monthly contact.</p> <p>2. A Comprehensive Student Services Plan is in process as Student Services moves toward vertical integration and addresses the unique needs of traditional/non-traditional students including the adult and online population.</p>
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3. Facilities (1) [J. Yoder] (2) T. Heitz (3) M. Mason (4) J. Beers	Accomplished? [mm/yy] Cite documentation
<p>1. Complete a comprehensive Facilities master plan to enhance student environment</p> <p>a. Develop the identified campus zones</p> <p>b. Complete renovation of the existing Music Building into a college bookstore</p> <p>c. Add a coffee house</p> <p>d. Complete renovations/additions to Olewine Dining Commons</p> <p>e. Develop a plan for the 41 acres of newly-acquired land</p> <p>f. Complete Good Shepherd Chapel balcony</p>	<p>1a. Development of campus zones has taken a lower priority to other design and construction projects. Zones will be addressed in the near future when work resumes on the preliminary campus master plan.</p> <p>1b. Bookends Book Store was completed in the lower level of Miller Hall during the summer of 2009</p> <p>1c. Hollee’s, which serves as the college’s coffee house was established in 2009 and has quickly become the hub of student and employee activity most mornings on campus. In addition, the new Student Learning Commons which opens in Fall, 2012 will have an additional café to meet this need.</p> <p>1d. Renovations to the Olewine Dining Commons food service lines and to the Charge Café were completed in 2010. Other additions and renovations have been placed on hold so that other priorities and projects can be addressed</p> <p>1e. Planning for the 41 acres of newly acquired land has taken a back seat to ongoing design and construction of existing building projects. Planning will be addressed in the near future when work resumes on the preliminary campus master plan.</p> <p>1f. The Good Shepherd Chapel Balcony project was successfully completed in 2008.</p>

2. Complete the fundraising phase of www.lbc.capital Campaign and begin and/or complete construction of:

a. Worship Arts/Music Center Building

b. Library Renovation & Expansion

2. Feasibility study conducted October 2009 through February 2010 to evaluate capital campaign potential success both financially and to gauge interest in a Student Learning Commons project. Study conducted by Westfall Consulting Group. Conclusions were drawn and two documents were constructed:

- a) Feasibility Study report (Westfall Group)
- b) Preferred Future document (President's Office)

A presentation was made to the Board of Trustees at a meeting held at Sandy Cove on April 22, 2010 of both documents. Our Preferred Future document was adopted with the proposed timeline.

2. Adjustments have made to this plan as outlined below:

2a. Worship Arts – fit and finish project was completed in August 2008 with nearly \$1.5M in received funds. This project allowed us to complete spaces and make some adjustments to create – additional seating in the auditorium, create additional private practice rooms, re-configure office spaces, improve lighting, sound and a/v equipment in the auditorium and make additional minor changes to accommodate a growing program. It was determined that construction of the east and west wings could be delayed until further growth in the program and finances made the project viable – possibly a 5 to 10 year time line.

2b. Library Renovation & Expansion - Based on a 2007 plan this process was totally revamped through a study process in 2008 and 2009 which redirected us to construct a new facility which would greatly enhance learning opportunities in a way a retro-fit project never could. A feasibility study was conducted in late 2009/early 2010 and a proposal was presented to the board of Trustees in March 2010 for a brand new construction project – the Student Learning Commons (SLC) which would house the library, RAP, classrooms, collaborative learning areas, a café and several resource rooms. The old library will be renovated in 2013 for a totally different use. Preliminary drawings were made and a feasibility study was conducted to evaluate interest and support levels. Based on feasibility study results, the silent phase of the capital campaign officially

c. Esbenshade Hall Renovation

d. Flexible Housing

launched in spring 2010. This phase for leadership partners, staff and faculty garnered \$5.2 million in support by ground breaking February 2011. Construction began in March 2010 and public phase of the \$10M campaign launched in September 2011. As of December 31, 2011 we have raised \$6.1M in the campaign and construction is on track for a May 2012 completion.

2c) Esbenshade Hall – Campaign dollars were raised through the www.lbc.capital campaign for the renovation which were used for the \$1.8M project completed in summer of 2007 and dedicated in October 2007. The former Esbenshade Dormitory is now Esbenshade Hall and serves our President, Business Office, Enrollment Services, IT and HR. The project was fully funded.

2d) Flexible Housing – nearly \$2M was raised for flexible housing through a gift of one donor with intent of building married student housing on the north end of campus. With the growth in the undergraduate student body and the need for additional beds on campus AND renovation work needed on two dormitories a plan was created to completely gut and re-configure the two dorm buildings, construct knuckles to make them one building. The plan was agreed upon by all parties, including the donor, during the winter 2010/2011. Plans were completed and the construction took place May through August 2011 with dedication of the space in September 2011. The result was the addition of 14 beds, the creation of six community spaces, new laundry facilities and the addition of an elevator. The total project cost \$3.2M with the difference from funding being paid out of loaned resources. Plans were put on hold for the married student housing on the northern part of campus.

3. Continue to maintain existing facilities

4. Evaluate resident housing needs and establish a plan for meeting needs

3. Physical Plant has on file a record of over 60 major projects (\$5,000 or more) accomplished during this five-year time period. These projects include the upkeep and upgrading of existing facilities.

4. Cabinet meeting minutes reflect occasional discussion regarding resident housing needs and plans to meet those needs. This topic was a major agenda item during the Cabinet's Jan. 5, 2011 retreat. The minutes reflect the need for a new resident building or addition as early as Fall 2012. The college has determined philosophically that our infrastructure can handle 450 students without major changes. The renovation of the apartments and proposed Peterson addition (or other 120-bed dorm building) should bring us to the ideal number of 450 beds on campus.

In the summer of 2011 an opportunity presented itself so that the college was able to renovate two of the existing dorms, and in the process add 16 additional beds to our current residency. This addition has enabled us to proceed more cautiously in adding additional resident space since so much of current trending is pushing toward more online and non-traditional growths in higher education. The new resident building is still in the plans, but the timing has been moved back with the additional beds added during our summer, 2011 dorm renovation.

4. Fiscal - M. Mason	Accomplished? [mm/yy] Cite documentation
<p>1. Promote and maintain fiscal soundness and stability</p> <p>a. Maintain balanced budgets</p> <p>b. Maintain proper management of debt and/or elimination of debt</p> <p>c. Maintain proper allocation of resources toward planning initiatives and operational expenditures</p> <p>d. Consider outsourcing appropriate services</p> <p>2. Complete a comprehensive review of LBC's financial aid and scholarship program & packages</p>	<p>1a,b,c. The college has maintained positive operational budgets for the fiscal years ending June 30, 2006 through 2011 with a change in net assets of \$12,065,785 (40%). The institution's financial condition has been strengthened significantly with the maturity of several trusts in 2010 which was used to reduce long-term debt as well as increase the endowment. During this period, the endowment grew by 115% to \$10,552,126 of which \$6,006,307 is board designated and expendable for the support of general college programs. Long-term debt on July 1, 2005 was \$9,429,180 and was reduced to \$847,000 by June 30, 2011. During 2011, the College was approved to issue Revenue Bonds up to \$17,500,000 of which \$2,857,691 was issued that fiscal year. Management letters from the auditor have identified only minor internal control issues all of which have been corrected by the institution.</p> <p>1d. The college considered outsourcing dining services, bookstore, and marketing. The bookstore, which has been outsourced since 1996, was re-evaluated in the spring of 2010. It was decided to retain the bookstore management in-house and was started July 1, 2010. Dining services has been outsourced since July 1, 2007. Marketing was briefly outsourced from July 1, 2009 through calendar year ending 2010. This was done to develop an entire new branding strategy, which once implemented has been maintained and broadened with in-house management.</p> <p>A comprehensive review was not conducted within this five-year time frame. However, in the fall of 2007 and again in the fall of 2011 the Scholarship Committee reviewed the institutional scholarships awarded to new and continuing undergraduate students. Several changes were made to improve the scholarships which included slight changes to the awarding process, as well as a proposal to increase the dollar amount of several of the scholarships due to tuition increases over the last five years. We are currently awaiting approval by the President's Cabinet to these proposals. A more comprehensive review is now scheduled for 2014.</p>

3. Complete Stewardship's fundraising plan

a. Scholarshare: goal = \$2 million/year

b. www.lbc.capital Campaign: goal = \$16.7 million by end of 5 yrs

c. Endowment: goal = \$1,825,000 new \$ in 5 yrs

3a. Approved Scholarshare Fund goals have historically been achieved by slim margins.

Year	Goal	Amt received
2006/07	\$1,550,000	\$1,550,716
2007/08	\$1,650,000	\$1,650,489
2008/09	\$1,750,000	\$1,750,389
2009/10	\$1,775,000	\$1,775,113
2010/11	\$1,750,000*	\$1,750,003

*this number was adjusted downward to reflect the additional need due to the start of a capital campaign

3b. Following our 2009 Feasibility study, it was determined that were capable of sustaining a \$10M campaign and so a campaign was launched in 2010 with the intent to raise \$10 million in five year. To date (April 2012) we have raised \$7.3 million with a goal to complete the campaign in 2012.

3c. The Endowment Fund remains our long term strategy. Historically we establish annual goals as part of a long term objective. Receipts over the last five years are:

2006/07	\$1,811,444
2007/08	\$1,237,080
2008/09	\$ 911,568
2009/10	\$ 114,016
2010/11	\$ 134,118

In an effort to increase our endowment fund growth, in 2011 a policy was presented to, and adopted by the Board of Trustees, that directs 50% of all undesignated bequests or planned gifts to be used to build the endowment fund.

5. People Development - M. Mason/P.Poole	Accomplished? [mm/yy] Cite documentation
<p>1. Evaluate, revise, and implement a comprehensive People Development/ Human Resources management system</p> <p>a. Evaluate, revise, and implement PD and HR policies</p> <p>b. Evaluate, revise, and implement PD and HR procedures</p> <ul style="list-style-type: none"> • Evaluate and establish appropriate recruitment processes • Develop and maintain a comprehensive employee (all employees, including faculty) record system <ul style="list-style-type: none"> <input type="checkbox"/> Employment information <input type="checkbox"/> Performance information <p>c. Evaluate, revise, and implement a comprehensive performance management system</p> <p>2. Evaluate and strategize a comprehensive workforce plan and process</p> <p>a. Evaluate appropriate # of employees at all levels, inc. students</p> <p>b. Evaluate, strategize, and implement appropriate compensation and benefits levels</p> <p>c. Evaluate and strategize employee job placement and promotion & place them with respect to skills and abilities</p> <p>d. Evaluate work schedules and locations (i.e., work from home, etc.)</p>	<p>1a. Numerous policies have been written or revised and implemented. These have been posted in the Planning Database. Latest three policies: disability leave, FMLA, and Sexual Assault. FMLA and Sexual Assault policy are currently under legal review. All three policies should be implemented spring 2012.</p> <p>1b. Many procedures have been written and implemented and may be found in the Planning Database. A recruitment process has been established for faculty and non-faculty personnel – accomplished 09/10. Personnel files have been reviewed – all confidential medical information placed in separate file. Procedures have been established for record retention system. 10/10. Supporting documentation has been posted to the Planning Database.</p> <p>1c. Draft of revised performance management system was presented to PDHR Committee on 2/9/2012. Minutes of meeting are posted in the Planning Database. Estimated time frame to implement new program – 07/2012.</p> <p>2a. Since this goal was established, a restructuring of many departments has occurred, thereby preventing us from moving forward with this goal. For example, all education programs geared toward adult learners were combined into one department – iLEAD Center.</p> <p>2b. Due to a shift in priorities, this has been extended to the end of calendar year, 2012.</p> <p>2c. & 2d. Please see response to 2a.</p>

<p>3. Develop a comprehensive training and development plan</p> <ul style="list-style-type: none"> a. New employee assimilation program b. Use of LBC's technology 	<p>3a. Completed spring 2009. Supporting documentation included in the Planning Database.</p> <p>3b. Employees were provided with training on Windows 7 and Microsoft Office 10 in fall and winter of 2010.</p> <p>3b. New I.S Director provided training on email migration from Groupwise to Outlook. Also provided web-based training tools. With the addition of help desk staff, training in regard to use of LBC's technology has shifted to the I.S. Dept.</p>
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6. Spiritual Formation - J. Beers	Accomplished? [mm/yy] Cite documentation
<p>1. Integrate spiritual formation into LBC’s programs and culture</p> <ul style="list-style-type: none"> a. Create a culture of Spiritual Development and Formation on the campus b. Prepare LBC for the next generation of students c. Prepare the next generation of students with a heart for God and a mind for service d. Integrate spiritual formation into LBC distinctives e. Meet students’ needs 	<p>1. In the summer of 2010, Bernt King was hired as the Director of Leadership Development and the areas of Christian service and student mentoring were merged under the umbrella of leadership development. In addition, Annette Hernandez established multiple programs for women under Student Care in 2010 referred to as the Well with focus on spiritual development and formation of students. With the success of the Well, a similar program was launched in 2011 for the men known as Wildfire, under the leadership of the male resident director. Chapel attendance was the highest in 5 years as chapel programming focused more intentionally on the needs of students and providing a diverse delivery of biblically-centered challenges. The Christian Service program was revised and renamed eMerge that allows students to build a leadership portfolio of their service opportunities throughout their college years. In addition a cross-cultural experience is now required for all LBC students as part of broadening their life for service. The student mentoring program, now known as Sojourn focuses on the individual student and over 80% of incoming students the past 3 years have taken advantage of connecting with a staff or faculty member for additional mentoring/support.</p>

7. Technology - P. Dearborn	Accomplished? [mm/yy] Cite documentation
<p>1. Develop a five-year technology use, disaster recovery, and upgrade plan</p> <p>a. Ensure that LBC's technology infrastructure matches current and future needs</p> <p>2. Integrate the use of technology into the College workflow</p> <p>a. Data management & its usage in the workplace and planning</p> <p>b. Explore new uses for technology in the workplace, for students' information needs, & for dissemination of information to students</p> <p>c. Evaluate the need for current and new technology in the classroom and curriculum</p> <p>3. Complete comprehensive wireless campus process</p> <p>4. Evaluate Campus Management system and program</p>	<p>1. Was placed on hold until new construction was complete; Weber Hall in Summer of 2010 and Student Learning Commons in Spring of 2011. Plan will be developed during the Summer 2011 after the completion of the SLC.</p> <p>2. Ongoing function of the IS team (run the college vs. enhance the college). New website, SMS, classroom technology, digital signage, leveraging the cloud, library databases, computer labs, wireless systems, etc.</p> <p>3. Done 9.1.2010</p> <p>4. Ongoing. System working well for LBC</p>

8. Institutional Issues / Strategic Initiatives – P. Teague / G. Bredfeldt	Accomplished? [mm/yy] Cite documentation
<p>1. Plan and implement the 75th anniversary activities and elements</p> <p>2. Evaluate and respond to a culture of globalization</p> <p>3. Explore and establish missional strategic alliances</p> <p>4. Preserve LBC’s mission and values a. Internal – promote an understanding of the importance and value of LBC’s mission and values b. External – defend the value and definition of a Bible college</p> <p>5. Evaluate and promote LBC’s institutional goals</p>	<p>1. As part of our 75th Anniversary Celebration, a total of 17 external core events and 20 internal core events were held from August 2008 through June 2009. These events included concerts and musicals, conferences, lecture series, homecoming weekend, convocation, commencement and other celebrations. While many of the events are part of our regular yearly activities, each one was made special this year by inviting well-known speakers or musicians and by maintaining the anniversary theme.</p> <p>2. No progress has been made on this initiative.</p> <p>3. In 2010, the Dean of iLEAD was made Vice President of Strategic Initiatives as he continues in his role of Dean. In this new role, at least four strategic partnerships have been established with another ten or more under consideration.</p> <p>4. The Cabinet has talked/corresponded about preserving our mission, what are our distinctives and our non-negotiables (March 21, 2011, Dec. 15, 2011). Mission and Vision are used as a litmus test in Cabinet decisions, so they are part of every major discussion. For instance, when we explore partnerships with other organizations the first criteria is how our missions align. When funding choices are made, options are measured against how they further our mission.</p> <p>5. The evaluation of our institutional goals was part of a larger, systematic assessment of our Mission, Vision, Values, Goals, Core Knowledge & Skills, and Curriculum. On September 26, 2011, the Cabinet voted to accept a combination of our Institutional Values & Goals as the final step in this comprehensive process. Our new Values & Goals are drawn directly from our</p>

	<p>would be 450. This allows for dorm expansion and renovation, but it also recognizes the potential for even greater growth in our commuter and online populations due to the current economy and trends. The Cabinet evaluated classroom space, dining options, and resident housing in coming to this conclusion. An optimal overall number was not decided upon because it is believed there is great room for growth in the non-traditional delivery of an LBC education. Along with 450 as the optimal number for resident students, it is estimated that LBC could accommodate a total of 400-450 commuter students.</p>
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