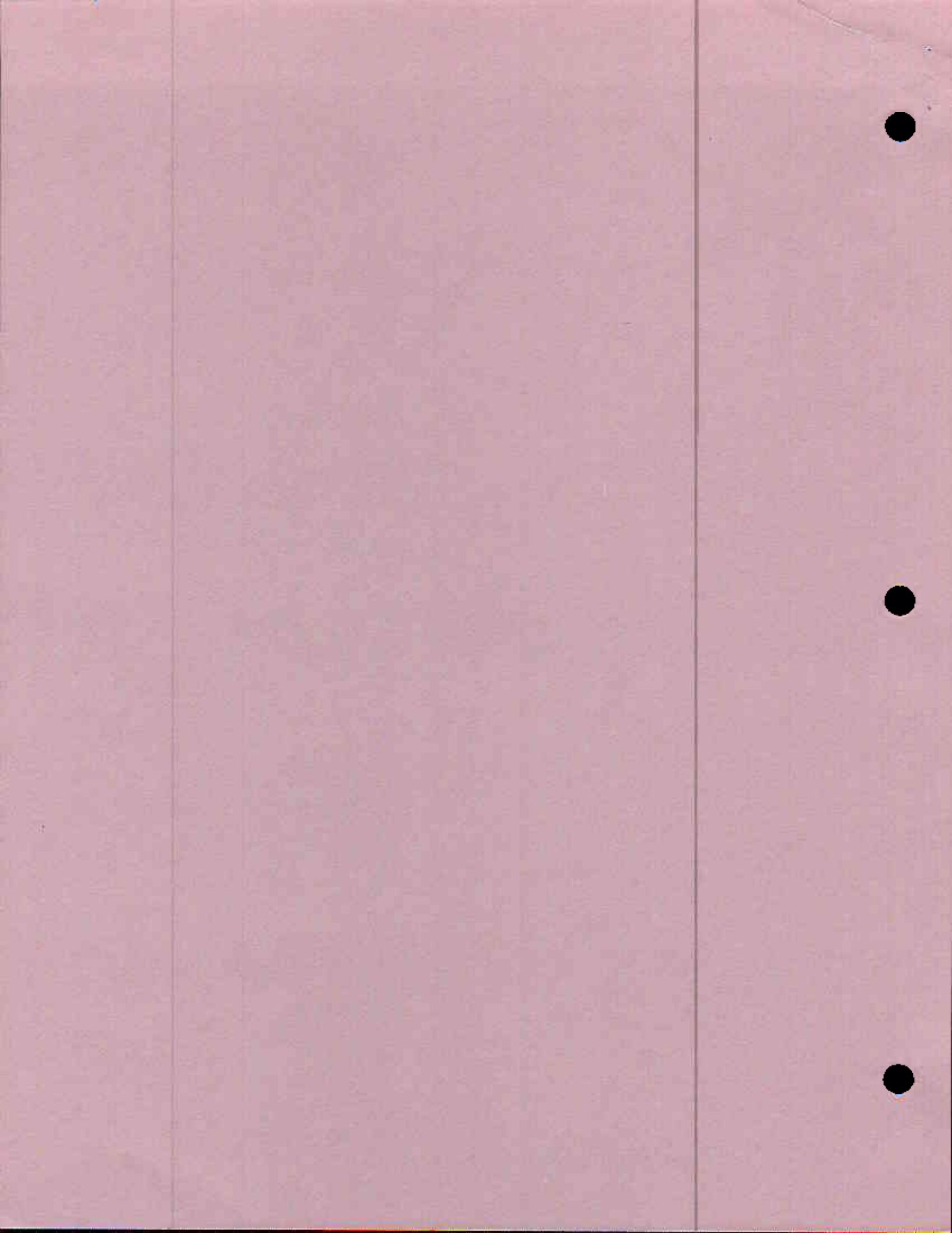


LANCASTER BIBLE COLLEGE

**INITIAL PROGRESS REPORT ON
SELF-STUDY RECOMMENDATIONS**

MARCH 1997



Lancaster Bible College Self-Study

INITIAL RESPONSE TO RECOMMENDATIONS

(Where items are listed and no progress reported, it is because the various individuals or departments have not yet developed an action plan.)

Chapter 1 ----- Institutional Identity (Page 15)

1. A committee or individual should be appointed to develop a comprehensive outcomes program.
2. The process of gathering appropriate institutional data, analyzing that data, and above all, utilizing the results should be re-examined and refined: Executive Vice President/Assistant to the President
 - *In order to appropriately analyze and compare data from year to year, some standardization is necessary. At present, the institutional data have no comprehensive design and are submitted piecemeal by various departments. In December 1996 the vice president and the assistant to the president began the process of addressing the need for consistency and planning for appropriate analysis.*
 - *When the 1996-97 institutional data are collected, a standardized design will be requested to aid in combining and comparing data from various departments as well as from outside sources such as PICURC. Summaries of analyses will be disseminated to the Executive Council at their regular meetings.*
3. The nine areas of recommendation of the 1990 Task Force on Equity and Diversity should be reviewed by appropriate administrators for suggested strategies for further action: President/Executive Council
 - *Creating and maintaining diversity on the Board and Corporation is a continuing concern of the Membership Committee of the Board.*
 - *Inquiries are currently being made with regard to the Asian American community; two Chinese leaders have been asked to consider membership on the Corporation.*
 - *An African American member of the Membership Committee of the Board has taken on the responsibility of searching for and screening African American leaders who agree with the college's historic position biblically and philosophically.*

- *Other Board members have taken on specific assignments to search for additional minority leaders to be added to the Corporation and ultimately elected to the Board.*

Chapter 2 — Institutional Development

Stewardship Strategy (Page 20)

1. Expand the college's geographic donor base: Director of Stewardship

- *This issue has been addressed with the Development Committee of the Board in an effort to secure potential donor names in geographic locations such as the New England states, New Jersey, Maryland, Delaware, and Ohio.*
- *The director of stewardship services has received special training in the area of donor research. As a direct result of her research, LBC recently made contact with a prospective donor in Wisconsin.*
- *Contact has been made with a major donor in Northern Pennsylvania who established a trust and an endowment with the college.*
- *Continued efforts will be made to find and secure donors outside of the greater Lancaster area. Some potential contacts include parents and grandparents of students, pastors of supporting churches, and alumni.*
- *The director of stewardship and the president are making contacts and visits with new donors in Florida.*
- *The "Personal Touch Team" is reaching people outside of Pennsylvania.*

2. Develop a more refined strategy for the direct mail program and a better analysis of the results: Director of Stewardship

- *The stewardship representative has been working on refining the direct mail process. He attended the Christian Stewardship Association's conference and followed the direct mail tract to learn ways to enhance LBC's system.*
- *Staff meetings regularly evaluate the process including the timing, content, and recipients of the mailings. An analysis of the premiums offered and cost-saving methods are also a focus of staff meetings.*
- *Specific steps taken include more segmented mailings to donors (once per quarter), regular updates to all major donors, targeted mailings to donors who*

haven't given recently, and reduced (but more targeted) mailings to donor prospects.

- *The most effective theme in mailings is to feature LBC students and have students respond to the donors with a written thank you note.*
3. Conduct an analysis of special events and their effectiveness for development, and create an effective plan to follow up prospective donors who attend special events:
Director of Stewardship
- *The director of stewardship and stewardship representative have been examining the Business Partners events and Church Challenge Golf Tournaments for effectiveness. The conclusion is that the Business Partners Breakfasts need to be completely redesigned as they are not fulfilling their original purpose of bringing in new prospective business people. The Business Partners Golf Tournament has changed its location and approach in securing sponsors and players. The Fall 1997 tournament will help in determining the effectiveness of these changes.*
 - *An analysis of the follow-up to these events has also taken place. The stewardship representative is contacting those who bring new individuals to seek their help in following up those individuals brought to the tournament. This has also been discussed with the Development Committee of the Board. Ways to follow up with those attending the Church Challenge Tournaments is also under discussion.*
4. Evaluate the need for an additional employee to enhance the planned program for deferred giving: President/Director of Stewardship
- *The president and director of stewardship have evaluated this issue and believe that an Estate Planning Representative would enhance the stewardship ministry. A job description has been drafted and, while an intensive search has not taken place, several individuals have been interviewed over the last five years. The difficulty in filling this position has to do with the salary necessary to attract a qualified individual.*

New Era and its Effect on the College (None)

Budgeting Guidelines, Debt Reduction, and Endowment Initiatives (Page 25)

1. Continue following the balanced budget policy.

- *LBC is currently following the balanced budget policy and plans to do so in the future.*
2. Continue progressing toward reducing and eliminating debt.
 3. Continue fundraising efforts toward building the endowment: President/Director of Stewardship
 - *The director of stewardship and the president continue to keep a yearly endowment fundraising goal before donors. Since the beginning of the fiscal year on July 1, 1996, \$469,149.63 has been received as endowment gifts.*
 - *LBC has established and refined policies to enhance the growth of the endowment.*

Physical Plant (Page 26)

1. Devise a plan to address major building maintenance.
 - *Some areas, such as roof replacement, have been on a planned schedule for the past 15+ years.*
 - *The college is in the process of computerizing future maintenance projects. The data will be projected by building, project, date, and cost.*
2. Devise a plan to address immediate and future equipment needs.
3. Evaluate custodial and housekeeping staffing and practices.
 - *The addition of an evening maintenance supervisor was in response to the need to improve housekeeping staffing and practices. This person works from 2-10 p.m. which enables him to utilize student workers in cleaning when the buildings are less occupied by the public.*

LBC 2000 (None)

LBC 2000+ (Page 30)

1. Utilize institutional data more fully to project and plan for the future: President/Assistant to the President
 - *Summaries of various analyses will be disseminated to the Executive Council at their regular meetings. Areas of concern, projections for the future, and*

outcomes assessments can sharpen the focus of the strategic initiatives identified in the LBC 2000+ long range plan.

2. Re-evaluate the planning process to ensure that it is cyclical, participatory, and broadly based, and that it results in an annual planning document that is effectively utilized to provide direction for the institution: President
 - *The strategic initiative section of the LBC 2000+ plan is a working document in a loose-leaf notebook. Administrators have a copy of this notebook and are using strategic planning worksheets to help them develop strategies, time frames, and cost estimates for objectives that fall within their areas of responsibility. Objectives that fall within the next three years will be given priority; and each year the plan will be evaluated to determine what has been accomplished, what priorities need to be adjusted, and what objectives need to be addressed. The newly refined plan will be presented to the Board for approval at its May meeting each year.*

Human Resource Strategies (Page 31)

1. Continue to develop human resource strategies for proper planning for new programs and projects and for adequate job training.
2. Develop a formal and consistent evaluation process for all departments.
 - *The process of modifying job descriptions across campus continues to be a priority of the Human Resources department. Once this is completed, the implementation of a consistent evaluation process will be examined.*
 - *Currently, administrators are expected to turn in evaluations of staff to the Office of the President in early July each year. Human Resources is exploring ways to increase accountability and consistency in this area.*
3. Evaluate the need for a standardized employee attitude survey.
 - *Currently, employee attitudes are assessed on a one-to-one basis by the Human Resources director and more broadly through the Staff Concerns Committee. A standardized employee attitude survey will be considered for future campus-wide assessments.*

Campus Computerization (Page 33)

1. Evaluate the administrative computerization program.
2. Track concerns for CAMS, accounting, and government aid software programs.

3. Develop a strategic plan for campus technology, including both the administrative and academic areas.

Chapter 3 - Educational Program

Curriculum Revision and Evaluation Process (Page 35)

Conduct a holistic evaluation of the revised curriculum after the graduation of the class of 1998 and establish a schedule of curricular review at prescribed intervals.

New Academic Programs (Page 39)

Missions Aviation, Guidance Counseling/Bible Education, Physical Education/Bible Education, Biblical Counseling, and Women's Ministries

1. Develop a plan for comprehensive analysis of the new programs.
2. Review the marketing strategy for the new programs in order to encourage student enrollment.

New Academic Program — Plus 20 (Page 43-44)

1. Develop outcomes standards and ways to measure student achievement that would clearly identify the results the college is seeking to attain through its efforts in Plus 20.
2. Develop a mentoring program to help new instructors adapt to an andragogical style of teaching.
 - *Workshops are being offered twice a year addressing "Teaching toward Learning Outcomes" and "How to Measure According to Learning Outcomes," showing the difference between traditional courses and andragogical methodology.*
3. Evaluate possible ways to avoid faculty overload.
4. Evaluate the need for an additional staff member for the Plus 20 program.

New Academic Program — Graduate School (Page 51)

1. Hire directors for each degree program as soon as it becomes fiscally possible and maintain sensitivity to other personnel needs as the program grows: Dean of the Graduate School
 - *Budget requests for 1997-98 include a director for one of the degree programs.*
2. Continue the commitment and budgeting necessary to establish a library that adequately supports the graduate programs: Dean of the Graduate School
 - *The budget submission for the 1997-98 academic year includes an increase in the graduate school's library budget of \$1,000 which brings the budget request to a total of \$11,000.*
3. Conduct a comprehensive study regarding program expansion in light of financial, facility, and personnel resources.
4. Develop a comprehensive outcomes assessment plan to evaluate the program and to implement necessary change.
5. Plan for the facility needs of the graduate school, including office space.

Educational Outcomes (Page 55)

Faculty should continue to evaluate the effectiveness of critical thinking activities through the Watson-Glaser Critical Thinking Appraisal, the COMP test, and other tests and surveys currently in use, and utilize that data appropriately.

Information Technology in the Educational Program (Page 57)

1. Initiate a standing committee on academic computing to develop a comprehensive plan to incorporate information technology into the educational program: Director of Academic Computing
 - *On March 12, 1997 the Executive Council will consider a recommendation from the director of academic computing to form a Standing Committee on Educational Technology to develop and maintain a five-year plan.*
2. Consider expanding the current position of the director of academic computing.

3. Explore ways to increase institutional commitment to educational technology.
Director of Academic Computing

- *LBC is in the process of wiring the faculty offices in the Administration Building in order to provide the capability to make them a part of the student/library network. Plans are presently being presented to the president to procure funding to provide computers for faculty as soon as possible.*

Service Opportunities in the Educational Program (Page 59)

1. Evaluate the reporting procedure of the various service programs to ensure that outcomes are available and become part of a comprehensive outcome assessment plan.
2. Involve department chairs more extensively in the evaluation of Christian service and internship reports.

Chapter 4 — Learning Resources

The Lancaster Bible College Library (Page 67-68)

1. Develop and implement a rolling five-year plan: Library Director
 - *The library director has concluded that the library's mission statement must be evaluated and updated before completing a rolling five-year plan and other recommendations. Meanwhile, an outline for the five-year plan has been devised.*
2. Continue the long-range plan for library automation: Library Director
 - *On March 5, 1997 two library staff members attended a demonstration of a circulation system being considered by SEPTLA. On March 19 three library staff members will be going to a demonstration of an OPAC system.*
 - *In September 1996 the president notified the library director that funds would not be available during the 1997-98 fiscal year to implement a library automation system. It is the intent of the library director that an Ad Hoc Automation Committee composed of the Library Committee and representatives from academic computing, the business office, faculty, and students will be formed that will have input into the selection process. Meanwhile, work continues on a document that will become the basis for the library automation proposal.*

3. Train staff members to use each computer program.
4. Develop a Policy and Procedure Manual: Library Director
 - *Library staff submitted an initial draft document in December 1996 to the library director. Several procedural changes were immediately implemented. It is the intent of the library director to review thoroughly every area of the manual after the library mission statement is completed. Library policies will then be submitted to the Library Committee and to the Education/Curriculum Committee for their approval.*
5. Review the Collection Management Policy in view of new programs: Library Director
 - *Work has already begun to review the Collection Management Policy and to evaluate the collection in specific areas in order to specify our collection intent.*
6. Review the need for additional staff.
7. Utilize the Library Committee consistently and effectively: Library Director
 - *The Library Committee is currently working on the mission statement for the library. The agenda for future projects has been formed, especially in the policy area of the Policy and Procedure Manual.*
8. Conduct a needs assessment survey to analyze patron satisfaction with library services.
9. Determine how to evaluate the overall information literacy program, from Mission Possible to course-integrated bibliographic instruction.
10. Revise the LBC Information Literacy Goal to reflect the CHE/MSA definition.
11. Continue working to meet the ACRL/AABC budget standard.

FACULTY

Faculty and Governance (None)

Faculty Development (None)

Faculty Evaluation and Promotion (None)

Faculty and Institutional Growth (Page 73)

1. Ensure that all constituencies have an adequate hearing with open communication before final decisions are made in the construction of any facilities: President
 - *An Ad Hoc Priorities Committee comprised of two board members, two administrators, a faculty member, and a staff member was established by the board. The committee's function was to make a recommendation to the president concerning the priorities for facility construction (i.e., residence hall, library, or chapel). The committee met in October 1996 and made its recommendation to the president to proceed with the funding and design of the library building and the renovation and expansion of the dining hall.*
 - *In the case of the proposed chapel building in 1994 (which was never realized due to loss of funding in the New Era collapse), a chapel committee was established to give specific input regarding building design. The committee was comprised of faculty and staff members who were charged with soliciting input from their respective groups.*
 - *In the near future two committees will be established to give the architect and other planners input into the needs of the college as they relate to library and dining hall facility development.*
2. Evaluate the need to involve the department and/or division chairs, as well as the Faculty Concerns Committee, to a more significant level of participation in evaluation of faculty.
3. Review the criteria for faculty self-evaluation stated in the Faculty Handbook.
4. Consider the advisability of an annual written evaluation that can be given to each faculty member by the academic dean.
5. Provide appropriate administrative feedback if a faculty member's promotion is delayed.
6. Consider an improved system of recording individual faculty loads that would include extracurricular and administrative duties.
7. Monitor teaching loads in light of institutional growth.

Chapter 5 — Student Services

Admissions (Page 77)

1. Create a specific plan for minority recruitment: Director of Admissions
 - *This is a part of the LBC 2000+ planning document under the heading of "Enhance our Multicultural Environment." Efforts are being made to increase visibility at appropriate college fairs and to utilize current minority students as resources and recruiters.*
2. Research and pursue professional development opportunities: Director of Admissions
 - *This is a part of the LBC 2000+ planning document.*
3. Review the current admissions rationale, policy, and process with the campus constituencies: Director of Admissions
 - *This is a part of the LBC 2000+ planning document.*

Student Development ((Page 79)

1. Initiate regular staff meetings and add training and planning components: Dean of Students
 - *Regular staff meetings began in the Fall 1996 semester. Individual staff continue to have regular meetings with the dean of students to discuss their particular area (i.e., health services, food services, resident and commuter life, athletics, financial aid, and student government association).*
 - *Future staff meetings will address training and planning needs of the department. The planning project will follow the LBC 2000+ agenda. The department is already working on a mission statement for student development.*
2. Provide programming opportunities where students can employ sound principles of financial management, or re-evaluate the validity of this component as a student development goal: Dean of Students
 - *On March 19, 1996 the Student Development Committee of the Board of Trustees recommended that an additional goal to develop "practical Biblical principles of stewardship in all areas of financial responsibility" be adopted as a student goal. This proposed change was taken to the Executive Council and approved and will be taken to the faculty for their approval after a new*

undergraduate dean is hired by the college. If it is approved by the faculty then it will be presented to the Board of Trustees.

- *Faculty are presently considering a regular course entitled "Biblical Financial Management" to address this need.*
 - *R.A.s have been encouraged to address areas related to financial management in dorm meetings by inviting guests from financial aid or other services.*
3. Actively promote the professional development of staff by encouraging staff members to attend appropriate conferences and by budgeting accordingly: Dean of Students
- *Presently requests from staff to attend various conferences and seminars are approved on a case-by-case basis.*
 - *There are plans to increase gradually the budgeted amount for conferences over the next several years to ensure adequate funding for the professional development of staff.*
4. Evaluate intentional efforts to enhance the development of leadership skills in students: Dean of Students/Associate Deans
- *Several student leaders attended a leadership conference at Philadelphia College of Bible in Fall 1996. The student response to the conference was very positive as they brought ideas back to Lancaster Bible College.*
 - *The Fall 1996 Student Leadership Conference at LBC was well-attended and successful in focusing on the development of specific leadership skills in students from program promotion and planning to effective teambuilding techniques.*
 - *The accountability of student organizations has increased under current SGA leadership.*
 - *SGA is committed to providing more extensive funding for student leaders to attend regional conferences in the future.*

Financial Aid (Page 80)

Evaluate the philosophy, policies, and practices of financial aid services: Dean of Students/Director of Financial Aid

- *The scholarship committee of the college is reviewing discounts and/or scholarship policies every other month.*

- *The director of financial aid is to review all policies twice a year and report to the dean of students as to possible improvements.*

Food Services (Page 82)

1. Assess the current strain on personnel and facilities, especially regarding use by outside groups: Dean of Students/Director of Food Services
 - *This is one of the strategies proposed in the LBC 2000+ planning document in maintaining a strong program of providing for the physical needs of the student body.*
 - *Expansion of the current dining facilities is a priority as the college begins to pursue campus expansion.*
2. Initiate a program of public relations with students whereby needs are continually assessed and the environment is enhanced through regular input from the food services committee: Dean of Students/Director of Food Services
 - *This strategy is described in the LBC 2000+ planning document.*
 - *The food service committee is more active than in previous years. Currently, resident assistants serve on this committee as representatives of their residence hall sections. Input is received by the dean of students on a regular basis and communicated to the director of food services.*

Health Services (Page 82)

Assess the need for more thorough training of student staff (i.e., R.A.s and security officers) regarding health issues: Dean of Students/Director of Health Services

- *This is a strategy in the LBC 2000+ planning document with the objective of maintaining a strong program of providing for the physical needs of the student body.*
- *The athletic department recently purchased the necessary equipment to offer regular training in CPR and in other health-related issues.*

Athletics (Page 83)

Continue strategies to expand the intramural program: Dean of Students/Director of Athletics

- *This is a strategy in the LBC 2000+ planning document.*
- *The assistant director of athletics (hired in summer 1996) has undertaken this area as a major emphasis and has begun to refine policies and to offer additional programs.*

Student Organizations (Page 85)

1. Increase accountability of organizations through better advising and careful oversight by the student development deans: Dean of Students/Associate Deans
 - *Advisors were involved more extensively in the Fall 1996 Student Leadership Conference than in previous years.*
 - *SGA has increased the accountability of organizations, financially and otherwise.*
 - *Some organizations (Married Couples Fellowship and Commuter Affairs Council) have received new advisors to remove the burden from faculty members' advising of more than one student organization.*
2. Continue to centralize activities under the auspices of the student activities coordinating committee: Associate Deans
 - *Presently this is being done under the guidance of the associate deans as this group meets on a monthly basis to evaluate programs and to plan future events. It is still too early to evaluate the effectiveness of this committee in enhancing student activities.*
3. Evaluate the needs and interests of commuters in planning campus events: Dean of Students/Associate Deans
 - *This is a strategy listed in the LBC 2000+ planning document.*
 - *The SACC (Student Activities Coordinating Committee) is meeting monthly and the president of the Commuter Affairs Council (CAC) is able to have input with the committee in choosing activities that will meet the needs of commuters.*
 - *The Commuter Affairs Council was recently reorganized under a new advisor.*
 - *The Student Development Committee spent considerable time discussing the concerns of commuters and making suggestions during the Fall 1996 semester.*

4. Organize the fall leadership conference as a major event and encourage student leader involvement: Dean of Students/Associate Deans

- *The Fall 1996 Student Leadership Conference was well-promoted and better attended than previous conferences (over the past few years).*
- *The keynote speaker was well received and evaluations of the entire conference were very positive.*
- *Topics covered at the conference were very applicable to the needs of student leaders as evidenced in evaluations received.*

5. Involve student leaders in regional leadership conferences and expose them to programs at other institutions: Dean of Students/Associate Deans

- *Several student leaders attended a regional conference at Philadelphia College of Bible in Fall 1996.*
- *SGA is committed to funding additional conferences in the 1997-98 academic year.*

Campus Security (None)

Student Development Deans (Page 86)

Develop an intentional model of student programming and development tied to departmental objectives: Dean of Students/Associate Deans

- *Programming to the whole student has been an increasing emphasis of the R.A. training program.*
- *The department is currently in the process of developing its own mission statement and strategies.*

Housing/Residence Halls (Page 88)

1. Seek additional student housing and/or re-evaluate the current housing policy: Dean of Students

- *LBC has received a large house which could accommodate a number of students unless zoning restrictions forbid it (currently under investigation).*