



LANCASTER BIBLE COLLEGE

Periodic Review Report
to
Middle States Association of Colleges and Schools
03-20-02

The visiting team made three Institutional Identity recommendations at the time of their last visit and review of Lancaster Bible College. This appendix deals with the following recommendation and provides a report of the achievements of each of the LBC 2000+ planning initiatives:

Recommendation:

“That the current objectives stated in LBC 2000+ be prioritized through discussion with the campus community and become an integral part of the administration and faculty working landscape.”

LBC 2000+ Initiatives

Institutional Area	Planning Objective	Achievements Since 1997
Mission	To ensure that LBC remains a Bible college	<ul style="list-style-type: none"> ○ The mission statement was reaffirmed by faculty, staff, and Board of Trustees ○ Each Board & Corporation member affirms that they endorse and embrace the doctrinal and mission statement before confirmed to office ○ Each prospective employee is asked to affirm that they, too, endorse and embrace the doctrinal and mission statement ○ Each employee annually affirms that they continue to endorse and embrace both the doctrinal and mission statement of the college
	To maintain a shared vision by Board, Corporation, employees, and students	<ul style="list-style-type: none"> ○ The college conducted a vision audit during the 1999-2000 college year and identified 10 areas for college advancement. From the 10 vision areas came 7 planning pillars which prioritize LBC's vision through the next five years ○ The President initiated a two-day Board retreat ○ The President initiated a new Board member orientation ○ The membership committee of the Board actively interviews all prospective Board and Corporation members and recommends them to the Board for election
	To maintain a strong prayer base	<ul style="list-style-type: none"> ○ LBC conducts prayer retreats with its students each semester ○ LBC has developed Corporation Call to Prayer meetings that include Board and Corporation members ○ LBC conducts a weekly prayer meeting for faculty and staff ○ Each Executive Council meeting begins with prayer ○ A Day of Prayer for faculty, staff, and students is held each semester ○ A monthly prayer sheet is composed and distributed to the college community, including Board and Corporation members ○ LBC maintains monthly prayer and share luncheons with faculty and staff

Institutional Area	Planning Objective	Achievements Since 1997
Institutional	To ensure the quality, integrity, and effectiveness of each administrative area	<ul style="list-style-type: none"> ○ Each administrator is annually evaluated by the President ○ The President is evaluated by the Executive Council ○ New administrators are hired for their expertise in the area they are to oversee ○ There are six administrators with earned doctorates. Two additional administrators have degrees in the areas in which they function ○ LBC has established and implemented an outcomes assessment plan
	To ensure that the College use of technology fully services the needs of LBC	<ul style="list-style-type: none"> ○ LBC has established an information system office that includes a director, a network administrator, a software administrator, a hardware technician. ○ The College is on a continuing three-year plan to upgrade both equipment and software. The most recent upgrade was 2001 ○ The college networked the entire campus, including dorms, all offices, dining hall, snack shop, new chapel ○ It has upgraded its computer lab for students ○ It now provides internet service to all faculty, students, and staff ○ It has established on-line research stations in the library ○ It has upgraded its comprehensive administrative management system (2001) ○ A technology planning committee was established in 1999 and continues to function. It considers both institutional and instructional technology issues
	To engage in an active, continuous, participatory planning process	<ul style="list-style-type: none"> ○ In 1999, Dr. Peterson resigned from the Presidency to assume the Chancellor role at the college ○ Following the appointment of Dr. Teague as the new President, he initiated a Vision Audit process engaging key stakeholders. Ten issues surfaced that formed the basis for a broad-based planning process to begin ○ In July 2000, the planning responsibilities were added to the duties of the Vice-President for Stewardship and Advancement ○ A Master Planning Steering Committee was formed and set the agendas for ten planning sub-committees. This committee was revised and renamed the Committee for Institutional Effectiveness and Planning (CIEP). ○ Evaluation of the planning process is on-going
	To be a Christian leadership resource center for the northeastern United States	<ul style="list-style-type: none"> ○ This has evolved as one of the major planning issues to be addressed in the future. It has been added to the responsibilities of the Dean of Undergraduate Studies.
	To increase campus awareness of current social issues of the world	<ul style="list-style-type: none"> ○ This has been given to the Student Development Department for implementation ○ Additional newspapers are now available on campus ○ Televisions with news stations are more accessible on campus ○ Chapels have been added to address social issues ○ Chapel and guest speakers have been asked to address various current issues
	To build a diverse and active Board and Corporation	<ul style="list-style-type: none"> ○ The President, Board, Membership Committee of the Board, and VP for Stewardship and Advancement continue to seek diverse and active Board and Corporation members ○ The Board is diverse in both gender and race ○ The Board and Corporation members are asked to be involved in many activities (hosting dinners, attending college planning meetings and accrediting body conferences, etc.) and to be actively involved in partner development ○ The College has recruited two African-Americans to serve on the Board of Trustees.

Institutional Area	Planning Objective	Achievements Since 1997
Academics	To provide support services for at-risk students	<ul style="list-style-type: none"> ○ LBC has continued to expand its Reaching Academic Potential (RAP) program with increased hours and increased funding ○ LBC has provided additional classroom and study space for the RAP ○ In 2001-2002 LBC instituted tutor aided study halls
	To increase sensitivity to other cultures and enlarge ministry opportunities	<ul style="list-style-type: none"> ○ LBC has developed chapels that recognize cultural diversity ○ LBC is in the initial stages of developing an Urban Ministry Program ○ LBC offers culturally diverse speakers, performing artists, and events
	To recognize and to give credit to prior experiential learning	<ul style="list-style-type: none"> ○ This continues to be part of the academic community's discussion. No formal decisions have been made ○ Our Degree Completion Program Director has completed an on-line certification in Prior Learning Assessment (PLA) through the Council on Adult and Experiential Learning (CAEL)
2000-2002 Planning Sub-Committee	To strengthen our Physical Education program	<ul style="list-style-type: none"> ○ LBC has continued to develop the physical education program. It has recently added additional male and female sports activities in both collegiate and intercollegiate venues ○ LBC has hired a new full-time professor and several adjunct professors to teach in the Health and Physical Education program ○ The Health and Physical Education program has received PA State Certification ○ LBC has prioritized enhancements of facilities and fields
	To strengthen and expand our Graduate School	<ul style="list-style-type: none"> ○ LBC's Graduate School has grown numerically both in students and in degrees ○ LBC now offers four Master's Degrees (MA in Bible, MA in Ministry, M.Ed. in School Counseling, and MA in Counseling) ○ LBC's Graduate School now also offers a certificate program ○ LBC has appointed a Director for each degree program
	To comprehensively evaluate every academic program for its effectiveness	<ul style="list-style-type: none"> ○ This is an ongoing process. Two programs have been evaluated and a third is in process. Plans are to evaluate each program periodically ○ In addition, LBC has undertaken a campus-wide outcome assessment plan designed to evaluate the effectiveness of each area of the college, including all academic areas
	To strengthen the academic support resources	<ul style="list-style-type: none"> ○ LBC continues to add library and research resources ○ LBC has added ProQuest and internet research to its offerings ○ LBC has computerized its library services ○ LBC has added Biblical artifacts to its displays ○ LBC has increased graduate study resources to encourage academic writing and publishing
	To verify and document that we are fulfilling our academic goals and college mission	<ul style="list-style-type: none"> ○ LBC has put into place a Comprehensive Outcomes Assessment Plan (COAP) ○ Each department and unit of the college has developed an outcomes assessment process, and information from this process is sent to a central office for data collection and analysis

Institutional Area	Planning Objective	Achievements Since 1997
Students	To build the undergraduate FTE to 850	<ul style="list-style-type: none"> ○ LBC has sustained a modest growth over the last 5 years. Enrollment for the Fall FTE was 461 in 1997-1998 and 530 in 2001-2002 ○ LBC has expanded its marketing to a national level ○ LBC has targeted market-specific areas ○ LBC has sent several employees to recruitment seminars in an effort to improve recruitment ○ LBC has increased its presence at college fairs ○ LBC has expanded its number of course offerings and programs to attract new students ○ Sophomore Breakfasts with the President have been instituted ○ The President meets with student leaders on a monthly basis since 1999/2000 ○ See Section 4 for additional information
	To maintain a progressive and quality educational program	See Academics
2000-2002 Planning Sub-Committee	To maintain spiritual quality and growth among students	<ul style="list-style-type: none"> ○ In 2001, LBC hired a Director of Spiritual Formation ○ LBC continues to conduct Spiritual Life Conferences ○ LBC continues to enhance its daily chapel programs ○ LBC students have created a weekly worship experience called "The Gathering" ○ LBC and the missions program continue to have prayer retreats throughout each semester ○ LBC conducts a "Day of Prayer" each semester ○ LBC has developed "Discipleship Groups" with students using faculty and staff as the leaders ○ LBC continues to require Christian Service and Internships for the development of spiritual gifts and practice in ministry
	To maintain a consistent quality of students	<ul style="list-style-type: none"> ○ LBC has revised and raised its admissions standards through ACT and SAT scores ○ LBC has implemented several programs directed toward helping students succeed (Reaching Academic Potential program), study halls for struggling students, and personal tutors ○ LBC has made a concerted effort to enhance academic advising. This was a planning sub-committee issue in 2001
	To enhance our multicultural environment	<ul style="list-style-type: none"> ○ LBC has established a cultural awareness week in chapels ○ Poster highlighting different cultures are placed around campus ○ International student flags have been added to the back of the chapel auditorium ○ LBC made a concerted effort to have minority speakers in chapel and at other programs that students and the community attend ○ LBC has made a concentrated effort to hire employees from a variety of cultures and ethnic backgrounds ○ LBC has made a concentrated effort to recruit Board members from a variety of cultures so that multi-cultural students' interests are represented at the Board of Trustee level ○ See Section 3 for additional details
	To strengthen our intercollegiate sports program	<ul style="list-style-type: none"> ○ LBC has continued to develop the physical education program. It has recently added additional male and female sports activities in both collegiate and intercollegiate venues ○ Efforts are being made to encourage "fan" recruitment ○ Both athletic facilities and fields are being upgraded
	To increase awareness of current social issues of the world	<ul style="list-style-type: none"> ○ LBC provides complementary Lancaster morning and evening papers to all of the students ○ A student center room with a large screen TV set to CNN and other news and sports programs was established ○ LBC has included speakers and established debates on social issues during chapel services

		<ul style="list-style-type: none"> ○ LBC has increased its periodical offerings in the library ○ The college encourages the student newspaper staff to engage in dialog related to the Biblical world-view of current events and issues
	Increase services, in addition to evangelism, to the non-Christian community at large	<ul style="list-style-type: none"> ○ Missions department established a program called "Random Acts of Kindness," which reaches out into the community for community service ○ LBC has expanded its Christian Service and Internship requirements to include Water Street Rescue Mission, several detention centers, YMCA, and other community-related organizations ○ Students organized a blood drive for the victims of the 9-11 tragedy
	To strengthen student activities	<ul style="list-style-type: none"> ○ Male and female Resident Directors were hired to develop on-campus student activities ○ LBC has added a number of concerts and sports activities ○ LBC has expanded the student center and added additional game tables and a TV room ○ LBC has added a plan to expand the Student Center through the Advancing the Vision Capital Campaign ○ LBC continues to conduct focus groups to evaluate student activities
	To build a Graduate School student body to 200 FTE or 350 students	<ul style="list-style-type: none"> ○ LBC has experienced a 76% increase in enrollment in the Graduate School since it's beginning ○ The 1997-1998 enrollment was 65; the 2001-2002 enrollment Fall FTE was 132 ○ The graduate school has continued to expand both its program offerings and its marketing outreach

Institutional Area	Planning Objective	Achievements Since 1997
Personnel	To ensure that college personnel are appropriately compensated	<ul style="list-style-type: none"> ○ LBC has consistently provided annual increases that are at least at the cost of living ○ LBC has conducted research to determine appropriate compensation levels ○ LBC formed a personnel planning sub-committee which examined compensation levels and recommended some benchmarks for compensation. The College has established a salary schedule for secretaries and assistants
Included in a 2000-2002 Planning Sub-Committee	To increase diversity in hiring new personnel	<ul style="list-style-type: none"> ○ LBC has established a policy that is placed on all of its recruitment literature which states that the college does not discriminate based on race, color, national origin, gender, age, disability, or veteran status ○ LBC has interviewed candidates who would reflect diversity for the institution and, where qualified and appropriate, have hired those individuals ○ LBC recently reaffirmed its policy on diversity
	To ensure adequate and appropriate staffing in each area of the college	<ul style="list-style-type: none"> ○ The college has established a process for hiring and dismissal ○ Providing appropriate staffing is an ongoing consideration within the planning and budgeting process
	To ensure quality job performance	<ul style="list-style-type: none"> ○ LBC recently implemented an annual Employee Performance Review System that will help measure employee performance growth

Institutional Area	Planning Objective	Achievements Since 1997
Constituency	Board – to build diversity in the Board and Corporation	<ul style="list-style-type: none"> ○ LBC has continued its efforts to recruit appropriate and qualified Board of Trustee and Corporation members, regardless of race, color, national origin, gender, age, disability, or veteran status ○ The Board of Trustees has approved and embraced the college's policy on diversity ○ Board and Corporation members are engaged in helping to recruit other Board and Corporation members and are sensitized to the diversity represented within our student body
	Parents – to enhance and provide for the best interests of the parents	<ul style="list-style-type: none"> ○ The college continues to increase its communication with parents ○ LBC has enhanced its Parents Day events ○ Parents are invited to more college events ○ Various administrative offices are in contact with parents in an effort to gain feedback and information
	Donors – To provide personal attention To provide quality service To provide accurate information To teach them Biblical principles of stewardship To maintain strict confidentiality	<ul style="list-style-type: none"> ○ LBC has continued its efforts to provide personal attention to its giving partners through personal visits by appropriate Stewardship staff and the President. ○ LBC has developed a personal touch team made up of students who contact both donors and lapsed donors and provide them with updates and requests ○ LBC continues its direct mail program to the donors, keeping them abreast of all the highlights of LBC ○ LBC has developed a Stewardship web site that provides various resources linked to stewardship, giving, and Biblical principles of stewardship ○ LBC continues to maintain strict confidentiality with regard to donor giving, and all employees hired in the stewardship office must confirm their willingness to keep all information confidential
	Church – to provide for the best interest of churches and their pastors and to develop lasting partnerships with them	<ul style="list-style-type: none"> ○ LBC has expanded its outreach to churches ○ Students continue to be involved in serving in various capacities within churches ○ LBC established a Church in Ministry day for the students to learn about the churches and to connect with them for Christian Service and Internship responsibilities ○ LBC has continued to expand its "Pastor Enrichment" seminars and has added a Church Board element to its program ○ LBC has included the Center for Church Leadership under the umbrella of a new department called the Church and Ministry Leadership Department
	Accrediting bodies – to provide appropriate information to maintain accreditation	<ul style="list-style-type: none"> ○ LBC consistently communicates with its accrediting bodies ○ LBC is consistently represented at seminars, meetings, and events conducted by accrediting bodies ○ LBC personnel serve on accrediting teams ○ LBC consistently reviews accrediting body requirements and uses those requirements when considering changes within the college
	Para-church – to provide manpower and resources to help para-church ministries implement and carry out their particular ministry	<ul style="list-style-type: none"> ○ LBC students annually and consistently engage in ministry in over 100 para-church ministries throughout the greater Lancaster/York/Harrisburg area ○ LBC provides seminars and consultation to a number of para-church ministries ○ LBC staff members serve on the Boards of several para-church ministries
	Community groups – to provide ongoing, positive relations and perceptions on behalf of our neighboring community	<ul style="list-style-type: none"> ○ LBC offers use of its facilities and grounds to a number of community groups ○ LBC has made a concentrated effort to continue to build a positive relationship with its neighbors through hosting neighbor luncheons, keeping them informed about growth plans, and inviting them to a number of events ○ LBC continues to utilize its parade ministry by attending six different community parades ○ LBC continues to expand its Continuing Education (Evening Institute) to a variety of communities ○ LBC now publishes a quarterly magazine that is mailed to the community ○ LBC continues to provide a wide variety of events, seminars, and concerts which are available to the community ○ LBC personnel often speak and/or represent LBC at community events, functions, and services ○ LBC students engage in random acts of kindness in an attempt to help the community and to show that LBC cares

	<p>Governmental agencies – to secure approval for authorization of Academic programs needing special certification and to provide appropriate information to maintain good relationships</p>	<ul style="list-style-type: none"> ○ LBC remains responsive to government agencies through appropriate reports ○ LBC continues to work with the PA Department of Education on the development of new undergraduate and graduate programs
	<p>Media – to develop positive relations with media</p>	<ul style="list-style-type: none"> ○ LBC continues to enjoy a positive relationship with the media ○ LBC personnel (the Chancellor) were asked to write a weekly column for the newspaper, which has continued since 1997 ○ Different media continue to use LBC personnel as references, consultants, and experts on a wide range of issues ○ LBC has developed its own web site ○ LBC is developing a comprehensive marketing plan, which includes the development of media relations

Institutional Area	Planning Objective	Achievements Since 1997
Funding	To maintain the fiscal strength and integrity of LBC	<ul style="list-style-type: none"> ○ LBC annually has a professional audit conducted on all of its books, trust management, and endowments ○ LBC continues to maintain a policy of operating with a balanced budget ○ LBC continues its policy of building only when all of the funding is in place ○ LBC administrators monitor their budgets on a monthly basis ○ LBC has a track record of paying bills ahead of time ○ LBC has operated in the black with modest surpluses over most of the last 22 years ○ LBC has a five-year fiscal plan in place ○ LBC giving goals continue to be increased and have been met or exceeded in nearly all of the last five years (see Section 4)
	To ensure future fiscal viability of LBC	<ul style="list-style-type: none"> ○ LBC has worked toward building an endowment through annual fund-raising goals ○ LBC has developed an investment committee which continually monitors the college's investments ○ LBC has developed a comprehensive investment policy that has been approved by the Board of Trustees ○ LBC has five-year projected giving goals for the Scholarshare/Advancement Fund, Capital Campaign, and endowment
2000-2002 Planning Sub-Committee	To maintain an affordable education for students	<ul style="list-style-type: none"> ○ LBC continues to increase the number of scholarships available to students ○ LBC continues to increase the Scholarshare/Advancement Fund to provide those scholarships for the students ○ LBC offers multiple work opportunities on campus for student employment
	To maintain excellence in all of our stewardship office practices	<ul style="list-style-type: none"> ○ The LBC Stewardship/Advancement Office developed a departmental mission statement ○ The LBC Stewardship/Advancement Office developed a philosophy of stewardship brochure that has been given to all of its donors, Board of Trustees, Corporation members, and constituencies ○ The Stewardship/Advancement Office continues to operate according to Biblical principles and college policy
	To maintain excellence in all of our business office practices	<ul style="list-style-type: none"> ○ LBC had worked diligently to improve student billing procedures ○ LBC has moved student aid to the business office in order to provide better service ○ LBC continues to function within the FASB regulations ○ LBC continues to have an annual audit by an independent firm
	To operate without incurring operational debt	<ul style="list-style-type: none"> ○ LBC follows its policy of operating with a balanced budget and has operated that way for the last 22 years ○ LBC reviews its budget on both a monthly and a quarterly basis to ensure that the budget remains balanced and functional ○ LBC has operated with an operating surplus in most of the last 10 years ○ LBC's operating surplus is currently approximately 10% of its operational budget
	To eliminate capital debt	<ul style="list-style-type: none"> ○ LBC continues to maintain its policy of building only when there are sufficient cash and commitments to complete the project ○ The Board has allowed LBC to use short-term financing to cover construction costs until commitments are received
	To initiate capital campaigns	<ul style="list-style-type: none"> ○ In 1996, LBC began to readdress and implement the plans developed for the Advancing the Vision Capital Campaign

Institutional Area	Planning Objective	Achievements Since 1997
Facilities	To verify all building are used effectively and efficiently	<ul style="list-style-type: none"> ○ The VP for Stewardship and Advancement attended a planning seminar for facilities use and management. ○ A report was submitted to the President and the Director in charge of facilities ○ A plan is in the process of being developed ○ A space utilization planning committee was established to monitor space uses and assignments
2000-2002 Planning Sub-Committee	To provide adequate facilities for increased growth	<ul style="list-style-type: none"> ○ LBC constructed the Good Shepherd Chapel – 2001 ○ LBC expanded the Olewine Dining Commons – 2001 ○ LBC renovated the Student Center – 2001 ○ LBC has a capital campaign in process and a planning committee in place to address the future facility needs of the college
	To ensure that the current facilities are properly maintained	<ul style="list-style-type: none"> ○ The Director of Finance, as well as the Director of Physical Plant, have developed a five-year plan for the maintenance of the property and facilities ○ The VP for Stewardship and Advancement provided some facility management information and planning materials to the Director of Finance