

LANCASTER BIBLE COLLEGE

PLANNING

PHILOSOPHY, PILLARS, PROCESS, PROCEDURE, and CYCLE

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LANCASTER BIBLE COLLEGE

Planning Philosophy, Pillars, Process, Procedure, Cycle

Philosophy

Lancaster Bible College recognizes the important role of planning and is committed to a planning process that is cyclical, consistent, comprehensive, and active, so that the College will remain grounded in its mission, effective in the accomplishment of that mission, and prepared to respond to its internal and external environments. LBC's planning is global in scope, easily absorbed, intentional, outcome-based, and articulated to its constituencies.

Planning is an important management tool that assists LBC in creating its future by establishing a direction consistent with its mission, while fulfilling its institutional and student goals and responding to the ministry leadership needs of both the church and para-church environment in which it serves.

Planning at Lancaster Bible College focuses on what LBC should or could be in the future, specifically at the end of five years. Planning sub-committees are charged with the responsibility of establishing a target and/or vision for their specific area and building a five-year plan that will enable LBC to hit the target and/or vision and fulfill its mission. Sub-committee plans include: 1) a clear target and/or vision, 2) a rationale of how the target and/or vision fulfills the mission of LBC, and 3) how it fits within the College's institutional and student goals.

LBC is committed to the planning process described in this document. However, there are occasions when issues arise that need to be addressed outside of this established process. The President has the authority to modify, adapt, or circumvent this process if it is deemed necessary and important to the future of LBC.

LBC defines a planning initiative as: 1) a future target and/or vision and 2) any component needed to fulfill that target and/or vision. Although planning initiatives often have financial ramifications, not all initiatives are financial in nature.

In their effort to develop a plan, a wide variety of stakeholders are engaged in developing planning initiatives through planning sub-committees, which submit their prioritized initiatives to the Committee for Institutional Effectiveness and Planning (CIEP). The CIEP will be responsible to give consistent, deliberate, and comprehensive attention to the critical issue of institutional effectiveness at LBC. Specifically, the committee coordinates the three essential pieces of institutional effectiveness, namely institutional data, outcomes, and planning. Further, the committee prioritizes all planning initiatives, maintains a five-year planning schedule, allocates sufficient funding, and recommends to the Executive Council and Board of Trustees for adoption the initiatives and planning schedule.

Pillars

LBC has built its planning process and procedures around its mission, core values, key commitments, and a set of planning pillars. The following describes each component:

Mission

Lancaster Bible College's mission states: *LBC exists for the purpose of educating Christian men and women to live according to a Biblical world-view and to serve through professional Christian ministries.* The anchor for all of LBC's planning decisions is its mission statement. It is the filter through which all decisions must flow. LBC will make every effort to stay true to its mission.

Core Values

LBC has established a set of core values to serve as the compass for fulfilling its mission. The LBC experience is an important factor in the development of ministry leaders. LBC's core values are as follows:

Biblical and Institutional Commitment

LBC is a Bible college with Bible as the major of the curriculum and the core of concern. The College exists to prepare people for ministry and is a professional institution of higher education. Central to activities and decisions at the College is a strong commitment to the Scriptures.

Pursuit of Quality Education and Operation

LBC believes that its work is of ultimate value and has eternal consequences. The facilities, equipment, personnel, policies, and procedures should be the highest quality possible within the resource limitations of the College. There is a constant striving for improvement in every area of the College operation. The pursuit of quality in education is reflected by a balanced curriculum, incorporation of experience with academics, and the promotion of life-long learning.

An Environment Which Encourages Spiritual Life and Growth

Programs shall foster and all personnel, from Board of Trustees to students, shall model the development of a healthy spiritual life experience. Our commitment is to the authority of the Scriptures and a sensitivity to how Scriptural truth applied to every area of life promotes godly character. Prayer, Bible study, and Stewardship are critical elements of spiritual growth that are promoted in all areas of student, faculty, Board, Corporation, administration, and staff development.

A Ministry and Service Mindset

The faculty, staff, students, and alumni are committed to love the Lord and serve His Church through the exercise of talents, gifts, and abilities entrusted to their care. This is regularly demonstrated by active involvement in personal Christian service activities, such as: musical ministries, speaking and consulting at local churches, and in various community organizations. In addition, various members of the administration, faculty, and staff participate in leading student missionary teams on short-term ministries.

A Culture that is Team-Oriented

The commitment of faculty, staff, and administration is to work together in a cooperative way for the glory of God and the good of the Body of Christ. Excitement and enthusiasm for the ministry of the College is manifested through a positive work ethic, utilization of God-given gifts and abilities, sensitivity to leadership, and Christ-like conduct.

A Campus Climate that is Family-Oriented

The administration, faculty, and staff are pledged to work with students in a way that will enrich their lives as sons and daughters and disciples of the King of Kings and Lord of Lords. Created in the image of God, each individual is viewed as both unique and full of worth and potential. Appreciation of diverse races, cultures, denominations, and abilities is fostered.

Institutional/Operational Integrity

The College is committed to honesty and responsibility in every aspect of the operation and strives to meet the highest standards of truthfulness and obedience to the laws of God and man.

Approved 11/1996

Key Commitments

LBC has a number of commitments that are key to the College's future and planning processes. The following provides the detail of those key commitments.

Lancaster Bible College will be an institution that honors God, models spiritual, educational, and operational excellence, and serves the Lord Jesus Christ by providing quality leadership preparation and resources for lay and professional men and women at both undergraduate and graduate levels of instruction wherever possible.

LBC will:

- ❖ Be an institution of Christian higher education that prepares professional Christian workers for the cause of Christ both at home and abroad. This will be accomplished through discipleship, ministry responsibilities, cross-cultural experiences, and other diverse methods.
- ❖ Be an institution that is committed to maintaining its mission statement and its doctrinal position as written in its constitution.
- ❖ Maintain the highest standards of educational quality and will seek the approval of appropriate accrediting and certifying associations.
- ❖ Be a Christian information and leadership resource center for the cause of Christ, meeting the needs of local churches, missions, and lay Christian leaders.
- ❖ Be a responsible steward of the financial, physical, and personnel resources that have been entrusted to its care.
- ❖ Honor the Lord Jesus Christ in all of its policies, procedures, and programs. It will strive to maintain the highest standards of spirituality for both students and personnel.
- ❖ Maintain, recruit, and train quality personnel of the highest integrity who are committed to adherence to the mission, doctrinal, and ethical expectations of the College and who do not discriminate on the basis of race, color, national origin, gender, age, disability, or veteran status.

- ❖ Educate students to have critical thinking abilities and research skills that allow them to successfully interact with contemporary issues, as well as to be life-long learners.
- ❖ Involve both personnel and students in service to their communities through church and para-church ministry and civic involvement.
- ❖ Continue the process of long-range and strategic planning with the involvement of the entire College community.

Approved 11/1996

Planning Pillars

In 2000, LBC's Master Planning Steering Committee established a set of planning pillars. Those pillars were reviewed and approved by the Executive Council and the Board of Trustees, and they serve as the compass for guiding the planning process. The following pillars are the foundation of LBC's planning decision-making process:

1. Strengthen and enrich our students' larger LBC experience through enhancing their individual campus life, spiritual formation, and diversity.
2. Strengthen and enhance LBC's institutional technology infrastructure to address current needs and to articulate and plan for future trends and infrastructure requirements.
3. Provide the best quality Biblical education possible, at all academic levels, through continued quality instruction, ministry relevance, appropriate methodology, and practical ministry experience.
 - a. Strengthen and enhance LBC's instructional technology to improve its quality educational services and effectiveness in the classroom, as well as to explore the use of distance education
 - b. Comprehensively strengthen and enhance our students' academic advising needs
 - c. Strengthen LBC's leadership development in the northeastern United States
4. Develop the full potential of each employee through appropriate training, evaluation, compensation, and recognition, so that each will be effective in his/her individual ministry within the corporate efforts and, thereby, fulfill the mission and operation of LBC.
5. Consistently and in an integrated way market the LBC experience in order to crystallize a brand name that continues to attract students, stewardship partners, employees, Board members, and godly leadership.
6. Enhance LBC's graduate and undergraduate recruitment efforts to challenge today's student to consider a life of full-time ministry service. This we want to do in a manner that communicates effectively with the evolving nature of today's traditional and non-traditional prospective student, in order to achieve enrollment targets.
7. Strengthen LBC through planning, proper administration of finances, operations, and facilities.

Approved 11/2000

Process

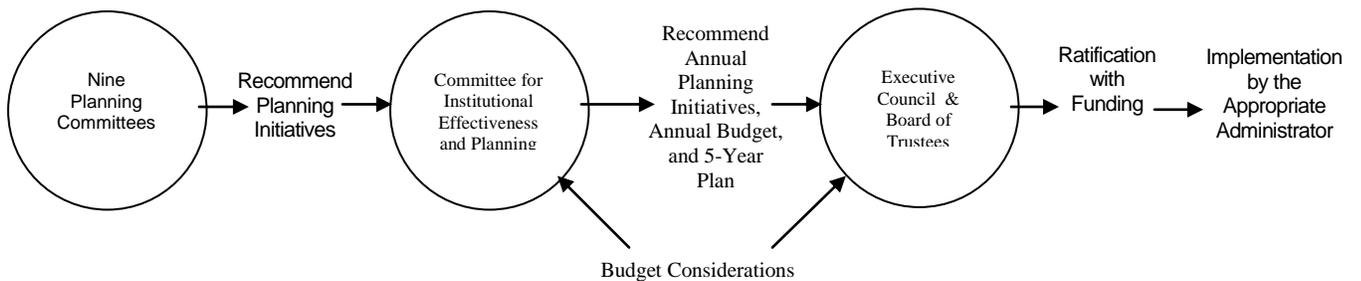
The Vice-President for Stewardship and Advancement (VPSA) guides LBC's planning process in consultation with the President. The College has established the Committee for Institutional Effectiveness and Planning (CIEP) that brings together the critical elements of institutional effectiveness, which are: institutional data collection, outcomes assessment, planning, budgeting, and evaluation of the entire process.

The following is a model of Lancaster Bible College's planning process. The foundational work of the planning process is generated by planning sub-committees, chaired by appropriate administrators. The College has established nine separate planning sub-committees. They are: 1) Academic Planning, 2) Student Development Planning, 3) Admissions and Recruitment Planning, 4) College Relations and Marketing Planning, 5) Fiscal Planning, 6) Funding and Resource Development Planning, 7) Buildings and Grounds Planning, 8) Campus Development Planning, and 9) Major Initiatives Planning (Attachment 1).

The chairperson of each planning sub-committee regularly meets with the VPSA to discuss the work of the committee, to establish an agenda for their planning, to review the planning process, and to establish reasonable deadlines. Planning initiatives are submitted through the planning sub-committee chairs to the VPSA, who then presents the planning initiatives to the CIEP for discussion. Should the CIEP desire more information, it may ask the planning sub-committee chairperson to meet with the committee to explain their plans and planning initiatives.

The CIEP will review all submitted planning initiatives and may ask for additional information for a formal proposal, make no recommendation, or table any action until a later time. Once a planning initiative is approved, the CIEP makes a recommendation to the Executive Council for their approval. If approved at the Executive Council level, the Director of Finance will include the planning initiatives within the appropriate budget. The administrator will be notified, empowered, and charged with the responsibility to implement the plan.

Lancaster Bible College PLANNING Process Model



Planning/Budgeting Procedure & Cycle

Planning initiatives are developed and accepted throughout the year. Sub-committee planning initiatives are to be submitted to the CIEP in preliminary proposal form (Attachment 2) by July 15 of each year, prior to budget submittal. Planning initiatives are developed and based on several important elements: 1) departmental mission, 2) self-study analysis based on institutional data, 3) outcomes analysis, 4) anticipated needs and desires for the future, and 5) external requirements. In addition, the preliminary planning and the full planning proposals communicate the following:

- ◆ The planning initiative's relationship to LBC's mission and the departmental mission
- ◆ The planning initiative's relationship to and fit into the College's planning pillars
- ◆ The need and purpose of the planning initiative
- ◆ The implication and impact on a specific department(s) and LBC's structure
- ◆ An estimated budget proposal, including personnel needs, space needs, and other projected expenditures and revenues
- ◆ A proposed timeline for implementation

The CIEP will review each preliminary proposal and determine if it fits within the overall plan of the College and where it fits within the budget. If the proposal is accepted by the CIEP, it will be recommended to the Executive Council for ratification. The CIEP's funding recommendations and subsequent acceptance by the Executive Council means that every effort will be made in the budgeting process to include resource allocation for the initiative. However, a balanced budget requires sufficient revenue to cover all expenses. Revenue sources, such as gifting and tuition, fluctuate with enrollments and donors' interest and ability to give. Therefore, new planning initiatives that require funding will be funded when there are sufficient resources available.

Once approved by the Executive Council, the VPSA will inform the chair that the planning initiative has been tentatively approved, and the committee chair (appropriate administrator) will be asked to develop a full proposal that will be submitted to the Executive Council. Following final approval, he/she will be asked to implement the initiative. Final approvals rest with the Board of Trustees, who ultimately approve the annual budget.

Once approved, planning initiatives are implemented in the following ways: 1) the Director of Finance is informed of the approved initiatives by the CIEP and is instructed to include the initiatives in the construction of future budget planning, 2) the CIEP notifies the appropriate administrator (planning sub-committee chair) that the initiative is funded for a specific time and amount and he/she is empowered to begin the process of implementation, 3) the administrator engages the appropriate staff members to implement the plan, 4) the administrator continues to monitor the process and evaluate the effectiveness of the implementation and the impact of the planning initiative, 5) the administrator reports his/her implementation progress to the CIEP and the Executive Council, and 6) the administrator reports the outcomes through the outcomes assessment process.

LBC's planning is part of an overall institutional effectiveness plan and occurs in a coordinated manner with other relevant components. It is discussed in LBC's Comprehensive Outcomes Assessment Plan (COAP). Attachment 3 clearly identifies how LBC's planning process fits within the COAP and LBC's designed plan for institutional effectiveness.

Planning/Budgeting Cycle

Month	Planning/Budgeting Process
By July 15	Five-year planning initiative proposals submitted to CIEP. In addition, planning initiatives required for the next fiscal year must be submitted by this date.
July – October 15	CIEP reviews and prioritizes planning proposals. (The VPSA will update the staff on the next steps in the planning process.)
Mid-October (second Executive Council meeting)	Planning recommendations submitted to Executive Council. (Following the meeting, the VPSA will inform the sub-committee chairs and the staff which of the planning initiatives are <u>tentatively</u> approved and which are not approved for the upcoming fiscal year.)
Mid-October (second Executive Council meeting)	Budget Request sheets distributed to the administrators.
By January 15	Administrators develop budgets that include <u>tentatively</u> approved planning initiatives for the next fiscal year and submit to the Business Office.
By February 1	1) Set tuition and fees schedule and 2) Set salary schedule for adjunct faculty, student ministry teams, RA's, etc.
By February 15	Preliminary budget draft is prepared by the Business Office and submitted to the President. (The VPSA will remind the staff of the process and the next steps of budget preparation.)
February – March	President reviews the proposed budget with the CIEP to ensure that all planning initiatives and other necessary items are considered. Submit to Executive Council for recommendation to the Board of Trustees in May.
By April 1	Submit Executive Council budget recommendations to the Board for adoption of the budget in May.
By April 30	The President will convene a staff meeting to inform the College family about the approved budget and included planning initiatives. Planning sub-committee chairs will be informed of their funded planning initiatives, and they will communicate with their committee members. They will begin taking necessary steps toward implementing their planning proposals.
By May 1	Balanced budget will be finalized and submitted by the Business Office to be included with the Board Report.
May Board meeting	Budget to be approved by the Board of Trustees.
By June 1	Executive Council, Planning Sub-committee chairs, and the College family will be informed of the budget approval.
July 1	New budget and planning initiatives will be implemented.

COMMITTEES AND COMMITTEE MEMBERS

CIEP

Dr. Rich Wilson, Chair
Dr. Peter Teague
Dr. Ray Naugle

ACADEMIC PLANNING

Planning Pillar #2 & 3
Development of New
Academic Programs
Development of New
Degrees
New Faculty
Technology
5-Year Enrollment Plan

Dr. Ray Naugle, Chair
Dr. Dale Mort
Dr. Bruce McCracken
Dr. Skip Lewis
Dr. Barry Packard
Dr. Tim Sidebothom
Dr. Bob Spender

FUNDING & RESOURCE DEVELOPMENT

Planning Pillar #7
Foundation Development
Board & Corporation
Development

Dr. Rich Wilson, Chair
Richard Good (Chairman,
Board of Trustees) (T)
Bob Kauffman (Chairman,
Advancement Committee)
Mort Fader (T)
Mark Miller (Director of
Finance) (T)

ADMISSIONS/RECRUITMENT

Planning Pillar #6
Admissions Issues

Joanne Roper, Chair
John Zeswitz
Tricia Nichols
Robyn Lingenfelter
Dr. Sandy Good
Michael Booth
Kristen Bupp (SGA) (T)
Minority Student
RA

MAJOR INITIATIVES

Development of the Resource
Center for the northeastern
United States
Distance Education—Traditional/
Non-Traditional Undergraduate
and Graduate Education
Off-site Campuses

Dr. Peter Teague, Chair
Dr. Ray Naugle
Dr. Rich Wilson
Dr. Bob Roper
Dr. Skip Lewis
Dr. Bruce McCracken
Joanne Roper
Mark Miller
John Zeswitz

BUILDINGS & GROUNDS

Planning Pillar #7
Maintenance & Upkeep

Mark Miller, Chair
Noah Kreider (Chairman,
Building Committee) (T)
John Zeswitz (T)
Mark Heckaman (T)

STUDENTS

Planning Pillar #1
Spiritual Formation
Student Life
Food Service
Health & Safety
Athletics
Placement & Career Services
Student Housing & Parking

Dr. Bob Roper, Chair
Mike Haub
Jean Cake
Jeremy Anderson
Robyn Lingenfelter
Bill Kabasenche
Philip Dearborn
Dr. Raymond Ide
College Nurse
Kristen Bupp (SGA)
Josh Pearson (RAC)
Peter Beers

CAMPUS DEVELOPMENT

Planning Pillar #7
Land Planning
New Construction
Major Renovations

Dr. Rich Wilson, Chair
Dr. Peter Teague
Dr. Ray Naugle
John Zeswitz
Dr. Bob Roper

FISCAL/HUMAN RESOURCES/BUSINESS AFFAIRS

Planning Pillar #4 & 7
People Development
Interim Financing
Budgeting
Financial Aid
Investment Management
Deferred Gifts Management
5-Year Fiscal Projections

Mark Miller, Chair
Stu Levey (Chairman, Finance
Committee) (T)
Sharon Mort (T)
Lonnie Martin (T)
Karen Fox (T)

COLLEGE RELATIONS & MARKETING

Planning Pillar #5
Comprehensive Marketing
Events Management

John Zeswitz, Chair
Joe Kirkland
Dr. Bruce McCracken
Mark Miller
Joanne Roper



LANCASTER BIBLE COLLEGE

Planning Initiatives Preliminary Proposal and Request for Consideration

Planning Sub-committee _____
Submission Date _____

Description of Planning Initiative	
Rationale for the Planning Initiative	
Estimated & detailed budget requirements	
Proposed Timeline	
Department Mission Statement	

<p>Fit with other planning initiatives</p>	
<p>Founded on Planning Pillar</p>	

<p>CIEP Recommendations</p>	
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Attachment 3

Model for Institutional Effectiveness at LBC

