

## Chapter 3 - Narrative identifying major challenges and/or opportunities

### Accomplishments

At the time of our 2007 decennial visit, LBC was just one year into our Strategic Impact: 2006-2011 Planning Priorities. A look back finds that we were able to accomplish, in full or in part, 73% of our Strategic Goals for this five-year period, with the understanding that some of these goals had to be modified due to changing circumstances. Another 16% have been started, but are still in progress. Only 11%, or 7 of the 61 goals, have not been accomplished. Some of these are still under consideration. A more thorough evaluation and assessment of how we have met these goals can be found in [Appendix 2-B, Addressing 2006-2011 Strategic Impact Priorities](#). The following is a brief list of those goals accomplished with the related MSCHE Standards noted.

1. Develop a Worship Arts/Music program - Approved during the 2010-2011 academic year. Currently seeking National Association of Schools of Music (NASM) accreditation. [Standard 11]
2. Explore a Doctoral Program - Program launched in September of 2011 [Standard 11]
3. Complete re-accreditation process – Reaffirmation of accreditation with MSCHE and ABHE were granted in 2007. [Standards 6 & 7]
4. Complete a comprehensive curriculum review – Curriculum revision was completed in 2009-2010 with the first new courses being rolled out in 2010-2011. [Standards 11 & 12]
5. Develop and expand Biblical Online Education – Our Biblical Online Education has gone from 12 courses fully online to 60 courses in 2012. Course enrollments have increased from 46 in 2006-2007 to 1,323 enrollments in 2010-2011. Degree Completion course development was finished in 2008-2009. In May 2010, we had our first graduates from the Degree Completion program who took all of their coursework online. In September of 2011 our Ph.D. program, which includes a significant online component, started. We currently have 37 blended courses in all graduate programs. [Standards 11 & 13]
6. Enhance and improve Academic Advising – New academic structure, which was implemented in the fall of 2010, puts advising squarely on departments; advising handbooks are being developed. [Standards 9 & 10]
7. Integrate spiritual formation into LBC's programs and culture – A Director of Leadership Development was hired in 2010 and under his leadership and that of the Director of Student Care, new programs were designed and initiated for this purpose. [Standards 9 & 14]
8. Complete Good Shepherd Chapel balcony – completed in 2008. [Standard 3]

9. Complete renovations to food service lines and the Charger Café in the Olewine Dining Commons – completed in 2010. [Standards 3 & 9]
10. Complete renovation of the existing Music Building into a college bookstore – Instead of utilizing the former music building, the college bookstore, Bookends, was created in 2009 during renovations made to the lower level of our student commons building. [Standard 9]
11. Add a coffee house – Hollee's was established in 2009. In addition, the new Student Learning Commons, which opens in the fall of 2012, will also have a café. [Standard 9]
12. Esbenshade Hall Renovations – Renovations of the former dormitory into our Enrollment Management Center were completed in 2007. [Standards 3, 8 & 9]

## Opportunities

LBC is now poised to build upon these accomplishments through our current opportunities. LBC's opportunities over the next few years are clearly outlined in our [\*Transformational Vision Leading to a Preferred Future\*](#), which can be found accompanying this report. Briefly stated, the Eight Focus Areas of our Preferred Future are listed below. Each of these opportunities impact our compliance with Standard 1: Mission and Goals; Standard 2: Planning, Resource Allocation, and Institutional Renewal; and Standard 3: Institutional Resources. Each focus area, which also impacts other MSCHE Standards, is noted.

1. Maintaining the Core – Traditional Undergraduate Education [Standards 11 & 14]
2. Expand Adult Education through the iLEAD Center [Standards 8, 11, 13 & 14]
3. Fund our Preferred Future [Standard 3]
4. Build Strategic Alliances [Standard 3]
5. Grow Online Programming [Standards 13 & 14]
6. Enhancing Financial Strength [Standard 3]
7. Implement a Comprehensive Vertical Structure [Standards 5 & 7]
8. Assimilate Emerging Technologies Across Campus [Standards 3 & 13]

Since these eight focus areas were identified in the April 2010 document, the cabinet has identified the development of strategic alliances as an additional opportunity for the coming years. The development of strategic alliances will promote mutually beneficial partnerships between theologically and missionally like-minded ministry organizations that will: 1) enable students to obtain valuable hands-on learning as part of their LBC educational experience, and 2) provide a select group of ministry organizations access to excellent students, shared facilities, personnel, and services in order to strengthen organizational effectiveness and efficiency.

## Challenges

To determine LBC's challenges for the next few years, the President conducted a modified Delphi study with his Cabinet, asking each member to develop a ranked list of challenges and then comparing and discussing the lists together. Below are the results of study, ranked in order of importance, and compiled on January 13, 2012. Relevant MSCHE Standards are noted.

### Ranked at #1

- Funding our preferred future (also ranked twice at #2). This includes financial assistance thru donors and the increased fixed costs that come with additional buildings. This also includes the community college impact and cost differences. [Standard 3]
- Are we keeping pace with the changing face of ministry as we prepare ministry leaders? What does the Church need from us today? Our relationship with the local church is critical to our future. [Standard 1]
- Changing landscape of higher education/enrollment management challenge (reduction in high school graduations, growth of adult education, growth of minority students, online education, and various delivery models) [Standards 8 & 13]
- Trend of reduction in high school graduates [Standard 5]

### Ranked at #2

- Implementation of vertical integration; vertical structure in student services, enrollment, and marketing [Standard 5]
- Procurement of financial assistance through donors [Standards 2 & 3]

### Ranked at #3

- Launching additional sites/branch campuses (ranked twice at #3 and once at #5) [Standard 13]
- Speed of change and difficulty to predict/plan long term, including technology challenges (ranked twice at #3) [Standards 2 & 3]
- Housing for a growing resident student population (what's our maximum on-campus population with current infrastructure?) [Standards 3, 8 & 9]

### Ranked at #4

- The increased speed of change, resulting in the inability to make accurate long range predictions [Standard 2]
- Competing at the national level for adult learners (what does that look like for us?) [Standards 8 & 13]
- The disparity between the cost of a community college education and the cost of a private 4-year college education [Standard 8]

### Ranked at #5

- Development of strategic alliances [Standard 13]
- Pace of online course development [Standard 13]