

Chapter 6 - Linked institutional planning and budgeting processes

The [Planning & Assessment at LBC](#) document serves as our template for institutional planning and budgeting processes. The following paragraphs are edited portions from that document.

As Figure 2 illustrates, assessment is an integral part of the planning process. It is considered one of the pillars of the process, as it has the vital task of measuring the accomplishment of the other pillars. Assessment is both formative and summative. At the end of any planning cycle (one-year, three-year, five-year, six-year), evaluation takes place to assess how well we accomplished our goals and objectives. At the same time, evaluation takes place as we proceed, in order to ensure the planning process is progressing.

The College President guides LBC's planning process in consultation with his Cabinet. The President's Cabinet (the Cabinet) is responsible for implementing the critical elements of institutional effectiveness, including institutional data collection, outcomes assessment, planning, budgeting, and evaluation of the entire process.

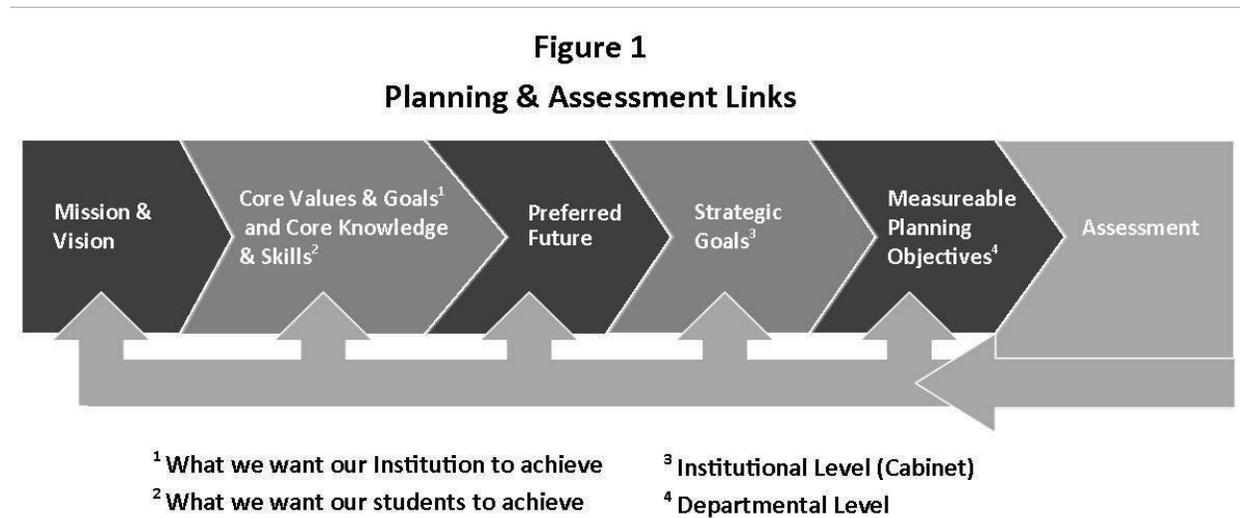
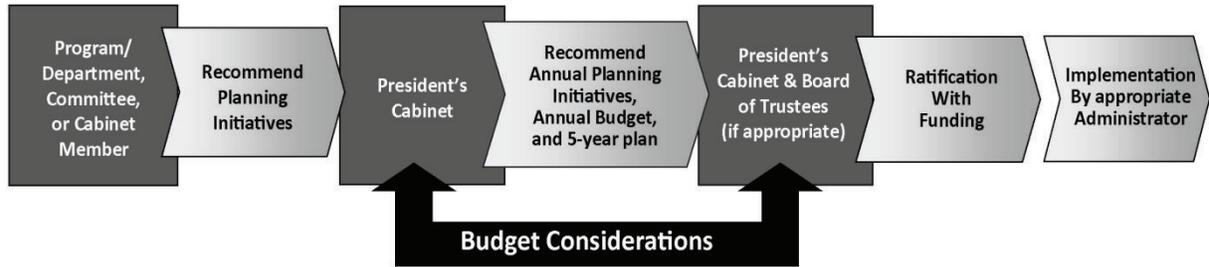


Figure 2 is a model of Lancaster Bible College's planning process. Planning initiatives are developed and accepted throughout the year and can be generated from a variety of sources: academic programs, academic departments, student support departments, committees, or even Cabinet Members themselves. Planning initiatives are developed and based on several important elements, including: 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.

Figure 2
Lancaster Bible College Planning Process



All initiatives are submitted as preliminary proposals through the appropriate Cabinet Member for consideration. The Cabinet Member determines if the proposal fits within the overall plan of the College and where it fits within the budget. The Cabinet Member then presents the planning initiatives to the Cabinet for discussion.

If the preliminary proposal is accepted by the Cabinet for ratification, 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, which require funding, will be funded when there are sufficient resources available, with priority given to those initiatives that best fit with the College's Mission, Core Values & Goals, and current strategic planning initiatives.

Once the preliminary proposal is approved by the Cabinet, the appropriate cabinet member will inform the administrator that the planning initiative has been tentatively approved. The administrator will be asked to develop a full proposal, which will be submitted to the Cabinet. Following final approval, the administrator will be asked to implement the initiative. Final approvals may rest with the Board of Trustees, who ultimately approves 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 Cabinet and is instructed to include the initiatives in the construction of future budget planning, 2) the Cabinet notifies the appropriate administrator 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 appropriate Cabinet member and 6) the administrator reports the outcomes through the outcomes assessment process.

Planning initiatives are tracked at both the departmental and Cabinet Member levels using a planning database. [Appendix 6-A](#) shows the basic components of this database. Additional information may be added, as deemed necessary, by the individual department or Cabinet Member. All planning initiatives are recorded and stored in a central database to assist in data collection, processing, reporting, and analysis.

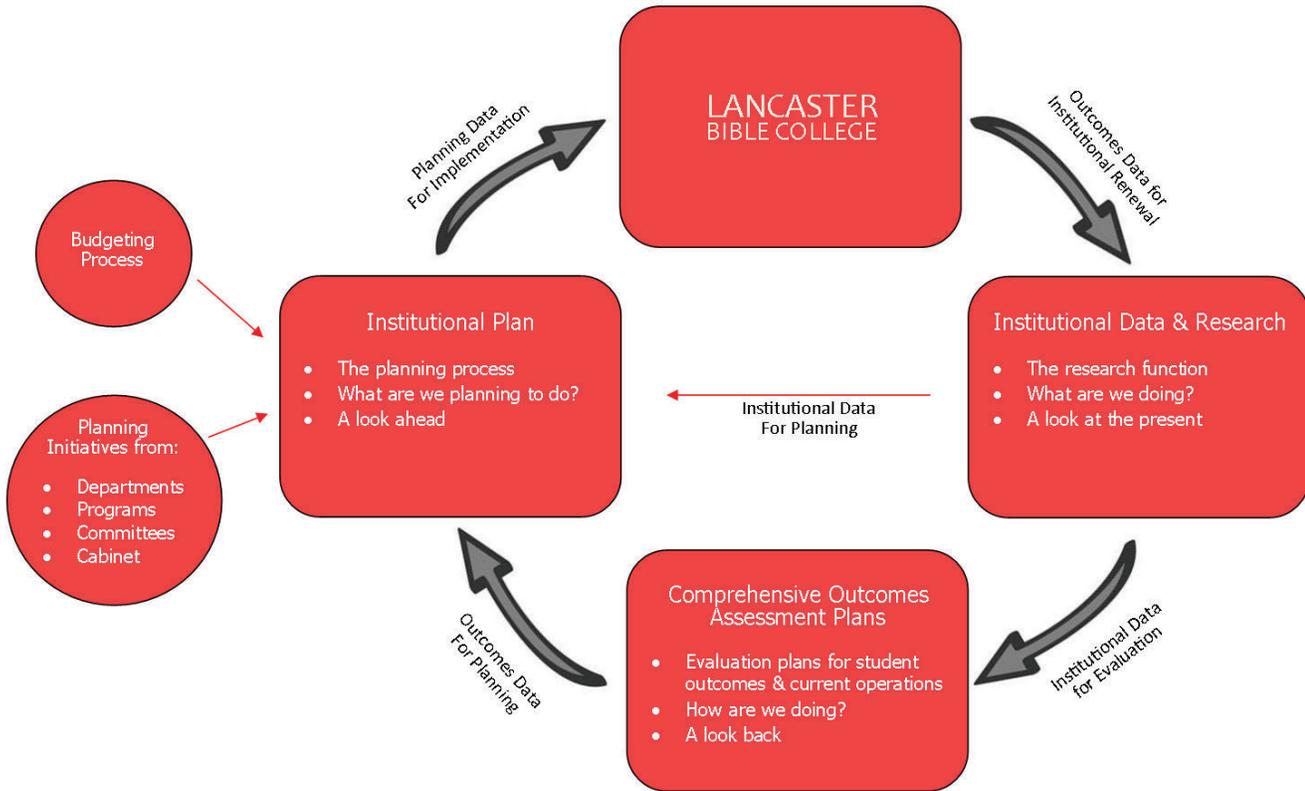
LBC's planning is part of an overall institutional effectiveness plan and occurs in a coordinated manner with other relevant components. Figure 3 illustrates how LBC's planning and assessment process fits within the LBC's designed plan for institutional effectiveness.

An example of how this planning and budgeting template outlined in Planning & Assessment at LBC is being carried out can be seen in LBC's [Transformational Vision Leading to a Preferred Future](#). This document includes sections that outline specific plans and budgets that target eight focus areas for LBC's immediate future.

The most recent strategic planning document can be found on our Office of Institutional Effectiveness Planning webpage at <http://effectiveness.lbc.edu/planning/>.



Figure 3
**Model for
Institutional Effectiveness at LBC**



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