



Lancaster Bible College Leadership Scorecard and Survey Report 2005 Employee Survey Results

[View Leadership Dashboard](#)[View Dimension Summary](#)[View Ee. Comments](#)[View Org Profile](#)[Question Detail](#)[Summary](#)

Welcome to Your 2005 Best Christian Places to Work Summary Report!

Introduction

Thank you for participating in the third annual Best Christian Places to Work (BCPtW) survey. Our hope is that the insights gained from this report will be illuminating and instructive as you use this feedback to help prioritize your plans to support the work environment and leadership of your organization.

This summary report details the aggregated feedback results for each of the six primary dimensions measured in this survey. While reviewing your report please keep in mind that your organization is being compared to a **high** benchmark. When looking at your organization's results, it is important to understand that people may have opinions or views that are relatively positive as well as views that are relatively negative. Both provide opportunities for better organizational performance by taking the data seriously and by acting firmly and quickly on the results.

A CEO of a well known large ministry described their report "like looking into the mirror and seeing the true face of our organization. I encourage my managers not to look away and forget who we really are, he said. This survey is an important tool for us as we seek to serve the Lord with excellence."

The Summary Report contains:

- **Top 10 - Bottom 10 Summary** – this includes your 10 best and 10 lowest scores relative to your comparison group.
- **Dimension Summary** – is a summary of the six dimensions we include in the survey. These dimensions are designed to explore a wide range of issues, yet specific enough for managers to create meaningful action plans.
- **Question Item Detail** - This report summarizes results at an individual question level.
- **Leadership Dashboard – Priority Analysis** – the top priorities for employee satisfaction have been determined through statistical analysis. This analysis highlights your results for the items that most significantly impact employee satisfaction relative to your comparison group
- **Employee Comments** - each employee's response to the three open ended questions are listed in this section.
- **Organization Profile Responses** – for review purposes we include a summary of your responses to the Organization Profile.

We hope this report will be a powerful tool in your action-planning process.

Next Steps:

1. **Set up a debriefing conference with BCWI** - After reviewing your report we suggest scheduling a conference call with one of our staff to review your results. There is no charge for this call. Click on an email address below to initiate the process.
2. **Order a Comprehensive Report** – for more targeted feedback about your organizations results by department and other demographics. This will help you target “best practice” areas and identify areas for improvement. This report is helpful is helpful for organizations over 50 employees.
3. **Share results with employees** - It is important to share the results with employees as soon as possible. To share the results you can provide a hard copy of either the summary page or the dimension summary page, and then make the entire report available electronically. You might want to “cut” the page on employee comments to protect the confidentiality of individual comments. Conducting a survey and not sharing the results is worse than not doing a survey at all.
4. **Develop an action plan** - Your next step should be to develop an action plan to address some of the prioritized areas of concern. We suggest a process of creating, cascading, publishing, monitoring the progress of – and measuring against – goals resulting from the survey. If you need additional guidance on this step please contact us.

We hope this report will continue to be a powerful tool in your action-planning process. For help with your report, you may contact me at alopus@bcwinstitute.com, or Kevin Scheid at kscheid@bcwinstitutue.com, 206-230-8605, or 206-230-5654

Thank you once again for taking this important step towards organization improvement. Our prayers are with you, your ministry and your employees.

Sincerely,



Al Lopus
President
Best Christian Workplaces Institute

Our Vision is that Christian organizations are the models for being the best places to work in the world.

Jesus said; “a new command I give you: Love one another as I have loved you, so you must love one another. By this all men will know you are my disciples.” John 13:34

Our Purpose: By the grace of God, we serve faith-based organizations by helping them understand and model the qualities and behaviors that create healthy, effective and great workplaces.

Instructions for Navigating the Summary Report

This Workbook file is a hyperlinked Excel spreadsheet containing your Summary Report.

- We recommend that you **save the file** on a hard drive so you can have easy future access.
- You can **navigate the report** by clicking on the various links (words or phrases in blue and underlined). Don't hesitate to click on anything that looks like a link to make sure you see all the features of the report including the responses broken down by question, employee comments and the organization profile.
- A Comprehensive Report reporting your responses by demographic and departments is contained in another workbook. Please order your Comprehensive Report from your administrative page on our website <http://www.bcwinstitute.com>
- To view the Question Item Detail results - first select the 'View Dimension Summary' in the yellow bar at the top of the page. The Dimension Summary is the general worksheet which allows access to more specific reports. From these pages you can navigate to the individual questions which feed in to the dimensions. Navigation buttons are provided at the top of each chart to help you move through the report easily and logically.

Printing Your Report

You can print the entire report by selecting 'File' from the menu bar, select print, mark 'entire worksheet', then click on 'OK'. Or you can print any individual chart you are currently viewing by marking 'Active sheets'.

Exiting Your Report

You can exit your report by selecting the File menu item at the top left of the screen and then selecting Exit. Alternately, you can click either of the X's in the upper-right hand corner to close Excel and/or the report. Your original Excel settings will be restored upon closing the report.



Lancaster Bible College
Top 10 and Bottom 10 Areas Relative to Peers
2005 Employee Survey Results



[View Leadership Dashboard](#)

[View Dimension Summary](#)

[View Ee. Comments](#)

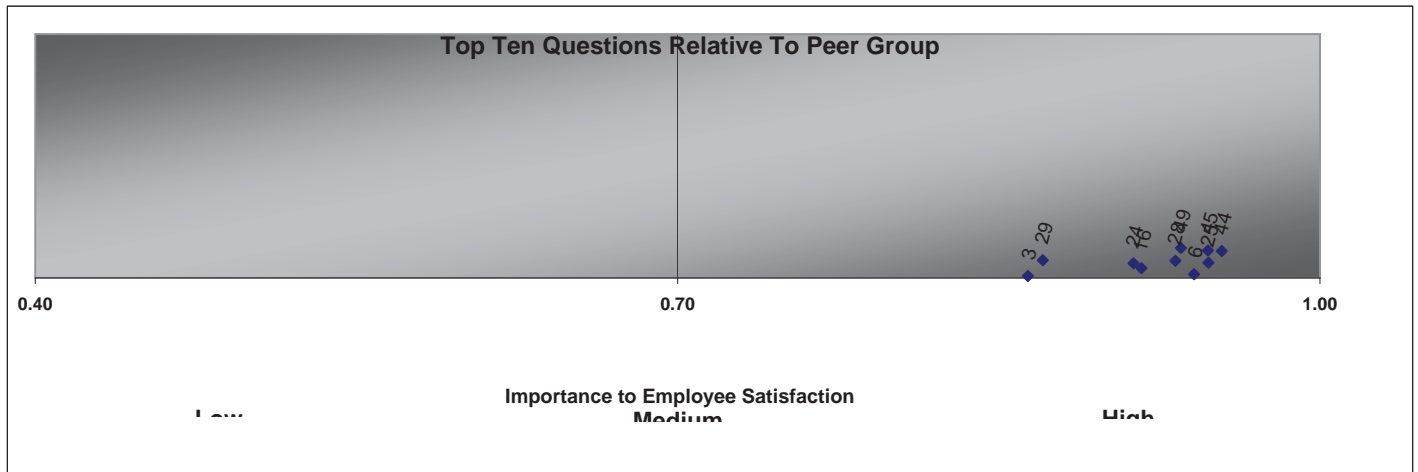
[View Org Profile](#)

[Question Detail](#)

10 Most Favorable Items for Lancaster Bible College

Question / Item	Lancaster Bible College
24. My organization seeks the suggestions of employees.	4.28
25. My organization acts on the suggestions of employees.	3.95
28. My organization involves employees in decisions that affect them.	3.89
49. My organization's leaders demonstrate compassion for people at all levels.	4.42
16. My organization has a winning strategy for serving our customers/supporters.	4.29
44. There is a high level of trust at my organization between senior management and employees.	3.83
6. My organization is well managed.	4.18
3. My organization retains highly qualified employees.	4.08
29. Employees at my organization are encouraged to experiment and to be innovative.	4.02
45. My organization conducts its activities openly and honestly.	4.20

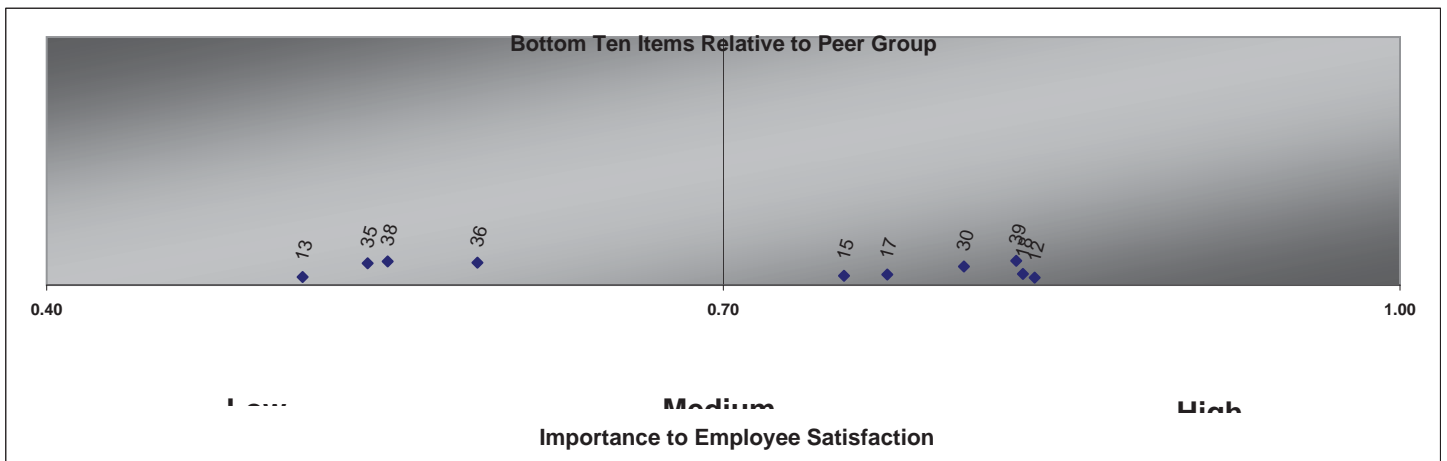
In the above 10 questions Lancaster Bible College scored highest relative to peers participating in this year's survey. These are areas of strength from which you can build upon. Your average score is based on a 5 point scale where 5 is Strongly Agree, and 1 is Strongly Disagree.



The chart above shows the importance of your highest scoring questions. Normally, you will want to place more emphasis on the questions with high importance and high relative scores. These areas of strength are the most significant in defining your culture and the effectiveness of your service. The level of importance is determined by the correlation of the question to overall workplace satisfaction. If a number does not show up on the chart, it is below 0.4 and may be considered to be very low in importance.

10 Least Favorable Items for Lancaster Bible College	
Question / Item	Lancaster Bible College
13. I have a best friend at work.	3.47
35. I am satisfied with my medical or health plan.	3.67
38. My organization supports flexible work arrangements such as flexible work hours, job sharing, and telecommuting.	3.82
18. My supervisor helps me to solve work-related problems.	4.28
36. I am satisfied with my paid time off (vacation, sick leave).	4.14
39. My organization's programs help employees balance work and personal-life responsibilities.	3.85
12. I have fun at work.	4.24
17. My supervisor cares about me as a person.	4.46
15. My co-workers are highly committed to excellence in their work.	4.35
30. In my work area we work effectively as a team.	4.27

In the above 10 questions Lancaster Bible College scored highest relative to peers participating in this year's survey. These are areas of strength from which you can build upon. Your average score is based based on a 5 point scale where 5 is Strongly Agree, and 1 is Strongly Disagree.



The chart above shows the importance of your lowest scoring questions. Normally, you will want to place more emphasis on the questions with high importance. These areas may be the most significant in holding back your people and ministry effectiveness. The level of importance is determined by the correlation of the question to overall workplace satisfaction.

Key Elements to Completing the Survey Process

Why Give Survey Feedback

There are two basic reasons why feeding back data about survey results is important for organization change.

1. First, feedback and discussion help clarify issues, arouse awareness, generate feelings and make the members of the unit open to new ideas and plans.
2. Second, once members of the organization have been motivated to become involved around the data, the feedback points out needs, suggests desirable outcomes, and energizes employees to search for paths to attain those outcomes.

Survey Follow-Through

The last but certainly not least important step in an effective survey process is to initiate and follow through on actions to deal with any problems or concerns raised by the survey. This step is the key to closing the loop on the survey and is where many organizations flounder. If no action is taken to correct problems then cynicism is created if expectations raised by the survey are not fulfilled.

Nine Steps for Improvement

1. **Assess the Results**
2. **Prioritize Results**
3. **Understand Key Issues**
4. **Set High Standards of Comparison**
5. **Share Results**
6. **Goal Setting**
7. **Develop an Action Plan**
8. **Share the Plan**
9. **Implement, Monitor and Support Progress**
10. **Re-Survey, and Repeat the Process**



Lancaster Bible College Dimension Summary 2005 Employee Survey Results

Navigation [HOME](#)

	Number of espondents	Average esponse	Percent Response
Attraction Retention			
Lancaster Bible College	110	4.20	
Category Finalists	2,011	4.13	
Non Finalists	1,753	3.84	
Motivation Commitment			
Lancaster Bible College	110	4.06	
Category Finalists	2,011	3.99	
Non Finalists	1,753	3.80	
Empowerment Relationships			
Lancaster Bible College	110	4.20	
Category Finalists	2,011	4.05	
Non Finalists	1,753	3.89	
Rewards Benefits			
Lancaster Bible College	110	3.80	
Category Finalists	2,011	3.81	
Non Finalists	1,753	3.63	
Growth Development			
Lancaster Bible College	110	4.07	
Category Finalists	2,011	3.91	
Non Finalists	1,753	3.75	
Christian Culture			
Lancaster Bible College	110	4.21	
Category Finalists	2,011	4.00	
Non Finalists	1,753	3.81	

Data Presentation

Data are presented in both numeric and graphic format. Numeric presentation provides the percentage of responses in each of five categories (Strongly agree, Agree, Neutral, Disagree, and Strongly Disagree) along with the number of respondents and the average response.

Graphic representations provide your percentage of

- 'Strongly Agree' responses on a blue bar,
- the 'Agree' response on a white bar, and the sum of the
- 'Neutral', 'Disagree' and 'Strongly Disagree' on the red bar.

The scale for the Dimension Summary and Question Detail bar graphs are represented as a percentage. The more blue, and the less red, the more positive the results.

Missing Data Confidentiality

If results are missing in any area of the report (displayed as .), it may be because the data was not provided or there were too few respondents from your organization to report results on a particular item (at least five respondents are required in order to report results). For participant confidentiality purposes, we do not report any category with less than five responses.

Navigate to the Item Detail Questions for Each Dimension

You can **navigate the report** by clicking on the various links (words or phrases in blue and underlined). To navigate to the individual items that are included in Attraction and Retention, click on the bar on the Dimension Summary. The same is true for each of the other five Dimensions.

Definitions

Number of Respondents - the number of individuals who completed the Employee Survey. This number for your organization might vary from question to question as some employees may not have completed each question.

Average Response on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree) this is the numerically average response of the employees participating in the survey.

Category Finalists those organizations in your category (Schools, Colleges, Universities, Missions, Parachurch, etc.) recognized as a finalist in the Best Christian Places to Work this year. We have included finalists of all sizes in this category for comparative purposes. The finalists list is available from the May 2005 Christianity Today magazine as will be announced at the 2005 Christian Management Association Conference in Long Beach.

Non Finalists are those organizations in your category who were not recognized as a finalist this year. All non-finalists remain completely confidential.



Lancaster Bible College Results Dashboard 2005 Employee Survey Results

[HOME](#) | [Dimension Summary](#)

	Favorable			Variance Analysis
	Lancaster Bible College	Category Average	Variance from Finalists	
Trust Index				
44. There is a high level of trust at my organization between senior management and employees.	67	49	37	
Key Drivers in rank order				
6. My organization is well managed.	88	65	36	
25. My organization acts on the suggestions of employees.	82	48	70	
46. My organization's leaders behave with fairness and integrity.	88	75	17	
21. My organization's management explains the reasons behind major decisions.	69	60	14	
16. My organization has a winning strategy for serving our customers/supporters.	90	68	33	
<p>The top priorities for employee engagement and satisfaction have been determined through statistical analysis. This section focuses on the key measures of overall organizational health. If your organization scores high on these items, it is evidence of high levels of employee engagement or satisfaction. Low scores on these items may forewarn pending problems or opportunity for improvements that could impact the success of the organization. Category Finalists include the Best Christian Places to work in 2005.</p>				



Lancaster Bible College Results Dashboard 2005 Employee Survey Results

[HOME](#) | [Dimension Summary](#)

	Favorable			Variance Analysis
	Lancaster Bible College	Category Average	Variance from Finalists	
Ethics Index				
My organization operates with honesty, fairness, responsibility, compassion, and respect.	87	75	16	16
Key Drivers in rank order				
47. My organization's leaders exhibit many of the fruits of the holy spirit (love, joy, peace, kindness, etc.).	95	80	18	18
44. There is a high level of trust at my organization between senior management and employees.	67	49	37	37
18. My supervisor helps me to solve work-related problems.	86	85	2	2
43. My organization promotes the most qualified employees.	65	46	39	39
50. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.	90	77	17	17

Using multiple regression analysis, Best Christian Workplaces Institute identified the key factors driving employee perception of their organization's ethics.



Lancaster Bible College Results Dashboard 2005 Employee Survey Results

[HOME](#) | [Dimension Summary](#)

	Favorable			Variance Analysis
	Lancaster Bible College	Category Average	Variance from Finalists	
Commitment Index				
Employees are proud to work for their organization, would prefer to remain, would recommend it to others as a good place to work, and consider it a superior place to work.	84	73	16	
Key Drivers in rank order				
6. My organization is well managed.	88	65	36	
50. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.	90	77	17	
12. I have fun at work.	88	82	8	
3. My organization retains highly qualified employees.	82	61	34	
19. The mission and goals of my organization make me feel my job is important.	92	85	8	
Using multiple regression analysis, Best Christian Workplaces Institute identified the key factors driving employee commitment to their organization.				



Lancaster Bible College Results Dashboard 2005 Employee Survey Results

[_OME](#) | [Dimension Summary](#)

	Favorable			Variance Analysis
	Lancaster Bible College	Category Average	Variance from Finalists	
Management Index				
My organization is well managed.	88	65	36	
Key Drivers in rank order				
44. There is a high level of trust at my organization between senior management and employees.	67	49	37	
5. Over the past year, my organization has improved for the better.	84	68	22	
2. My organization recruits and hires highly qualified employees.	87	73	20	
46. My organization's leaders behave with fairness and integrity.	88	75	17	
16. My organization has a winning strategy for serving our customers/supporters.	90	68	33	

Using multiple regression analysis, Best Christian Workplaces Institute identified the key factors driving employee perception of their organization's management effectiveness.



Lancaster Bible College Results Dashboard 2005 Employee Survey Results

[HOME](#) | [Dimension Summary](#)

	Favorable			Variance Analysis
	Lancaster Bible College	Category Average	Variance from Finalists	
Fit Index				
How well your organization <i>promotes</i> the most highly qualified employees, <i>retains</i> highly qualified employees and places people in positions to use their skills and/or spiritual gifts.	78	62	26	
Key Drivers in rank order				
6. My organization is well managed.	88	65	36	
41. In the past year, I have had opportunities at work to learn and grow.	91	81	13	
2. My organization recruits and hires highly qualified employees.	87	73	20	
34. I am satisfied with the recognition I receive for doing a good job.	78	60	30	
4. My organization provides good job security to employees who perform well.	89	73	23	
<p>Using multiple regression analysis, Best Christian Workplaces Institute identified the key factors driving employee perception of how closely matched their talent and gifts are with the requirements of the job.</p>				

In spreadsheet mode To examine the expanded view with the key drivers for these five indexes, click on the plus sign on the far left of the screen and below the index you want to view. To close the expanded view, click on the minus sign.



Question Item Detail
Lancaster Bible College
Attraction Retention
2005 Employee Survey Results

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Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response
1. My organization values diversity of cultural backgrounds, personal styles, and ideas among our employees.								
Lancaster Bible College	38	47	11	4	0	110	4.20	
Survey Finalists	36	46	11	6	1	2011	4.10	
Non Finalists	28	50	14	7	2	1753	3.95	
Lancaster Bible College'04	26	64	5	5	0	97	4.10	
2. My organization recruits and hires highly qualified employees.								
Lancaster Bible College	35	52	11	2	0	110	4.21	
Survey Finalists	36	49	11	4	1	2007	4.15	
Non Finalists	23	50	19	7	1	1753	3.86	
Lancaster Bible College'04	26	59	11	4	0	97	4.06	
3. My organization retains highly qualified employees.								
Lancaster Bible College	30	52	15	4	0	110	4.08	
Survey Finalists	33	46	14	6	1	2008	4.02	
Non Finalists	20	41	21	15	3	1748	3.61	
Lancaster Bible College'04	31	50	10	8	0	96	4.04	
4. My organization provides good job security to employees who perform well.								
Lancaster Bible College	41	48	9	2	0	110	4.28	
Survey Finalists	51	36	9	3	1	2007	4.33	
Non Finalists	32	41	16	9	2	1747	3.91	
Lancaster Bible College'04	46	40	6	7	0	97	4.26	
5. Over the past year, my organization has improved for the better.								
Lancaster Bible College	41	43	15	1	0	110	4.24	
Survey Finalists	38	38	18	4	1	2006	4.07	
Non Finalists	30	39	23	6	3	1745	3.86	
Lancaster Bible College'04	40	42	16	1	0	97	4.22	



Question Item Detail
Lancaster Bible College
Motivation Commitment
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
6. My organization is well managed.											
Lancaster Bible College	33	55	9	3	0	110	4.18				
Survey Finalists	30	46	15	7	2	2006	3.97				
Non Finalists	21	44	20	12	3	1751	3.67				
Lancaster Bible College'04	24	56	13	7	0	97	3.96				
7. I would recommend my organization to others as a good place to work.											
Lancaster Bible College	45	45	11	0	0	110	4.34				
Survey Finalists	51	38	8	2	1	2008	4.35				
Non Finalists	34	45	13	5	2	1748	4.05				
Lancaster Bible College'04	45	41	9	4	0	97	4.28				
8. I would rate my organization as a superior place to work compared with others.											
Lancaster Bible College	39	40	15	5	0	110	4.13				
Survey Finalists	48	33	14	5	1	2014	4.21				
Non Finalists	30	36	21	11	3	1750	3.79				
Lancaster Bible College'04	44	36	14	5	1	95	4.17				
9. In the last six months, someone at work has talked to me about my progress.											
Lancaster Bible College	38	46	9	5	1	110	4.15				
Survey Finalists	30	33	14	16	7	2006	3.65				
Non Finalists	31	39	11	14	6	1752	3.75				
Lancaster Bible College'04	34	35	16	15	1	95	3.85				



Question Item Detail
Lancaster Bible College
Motivation Commitment
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
10. My organization helps poor performers improve their performance.											
Lancaster Bible College	14	53	24	10	0	110	3.70				
Survey Finalists	15	37	32	12	4	1993	3.48				
Non Finalists	11	37	33	14	4	1749	3.38				
Lancaster Bible College'04	18	43	19	19	1	90	3.58				
11. I am very satisfied with the opportunities I have to use my skills and/or spiritual gifts in my job.											
Lancaster Bible College	44	45	8	3	0	110	4.30				
Survey Finalists	49	37	7	5	2	2004	4.25				
Non Finalists	39	39	12	7	2	1743	4.07				
Lancaster Bible College'04	58	27	8	7	0	97	4.35				
12. I have fun at work.											
Lancaster Bible College	38	50	9	3	0	110	4.24				
Survey Finalists	48	40	8	2	1	2015	4.33				
Non Finalists	39	43	14	3	1	1752	4.16				
Lancaster Bible College'04	48	37	12	2	0	97	4.32				
13. I have a best friend at work.											
Lancaster Bible College	19	33	28	16	4	110	3.47				
Survey Finalists	28	32	23	15	3	1999	3.67				
Non Finalists	22	33	23	18	4	1750	3.51				
Lancaster Bible College'04	37	34	15	12	2	94	3.93				



Question Item Detail
Lancaster Bible College
Empowerment Relationships
2005 Employee Survey Results

							OME	DIMENSION S	MMA	Y	P	EVIO	S	NE	T
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response							
14. Long-term loyal relationships with our customers/supporters are highly valued at my organization.															
Lancaster Bible College	57	40	3	0	0	110	4.55								
Survey Finalists	52	39	7	1	0	2000	4.41								
Non Finalists	40	44	11	4	1	1750	4.18								
Lancaster Bible College'04	60	37	2	1	0	95	4.56								
15. My co-workers are highly committed to excellence in their work.															
Lancaster Bible College	44	50	5	2	0	110	4.35								
Survey Finalists	49	41	7	2	1	2009	4.36								
Non Finalists	43	45	9	3	1	1751	4.26								
Lancaster Bible College'04	54	38	6	1	1	97	4.42								
16. My organization has a winning strategy for serving our customers/supporters.															
Lancaster Bible College	44	46	7	2	0	110	4.29								
Survey Finalists	33	47	15	4	1	2002	4.06								
Non Finalists	21	47	22	8	2	1751	3.76								
Lancaster Bible College'04	41	43	14	2	0	95	4.23								
17. My supervisor cares about me as a person.															
Lancaster Bible College	58	33	7	1	1	110	4.46								
Survey Finalists	62	27	7	3	1	2011	4.46								
Non Finalists	56	31	8	3	2	1750	4.37								
Lancaster Bible College'04	57	36	0	3	3	96	4.42								



Question Item Detail
Lancaster Bible College
Empowerment Relationships
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
18. My supervisor helps me to solve work-related problems.											
Lancaster Bible College	47	39	9	4	1	110	4.28				
Survey Finalists	55	33	8	4	1	2009	4.36				
Non Finalists	49	36	9	4	2	1750	4.26				
Lancaster Bible College'04	45	40	3	5	6	97	4.13				
19. The mission and goals of my organization make me feel my job is important.											
Lancaster Bible College	55	36	7	1	0	110	4.46				
Survey Finalists	53	35	8	3	1	2008	4.36				
Non Finalists	46	38	10	5	1	1747	4.25				
Lancaster Bible College'04	57	31	7	4	1	97	4.38				
20. There is clear consensus on my organization's values.											
Lancaster Bible College	48	40	6	5	1	110	4.30				
Survey Finalists	48	37	9	5	1	2009	4.26				
Non Finalists	39	39	13	6	2	1754	4.08				
Lancaster Bible College'04	59	34	6	1	0	97	4.51				
21. My organization's management explains the reasons behind major decisions.											
Lancaster Bible College	30	39	22	6	1	110	3.85				
Survey Finalists	25	38	18	14	5	1999	3.64				
Non Finalists	21	40	20	14	6	1747	3.55				
Lancaster Bible College'04	24	43	20	12	1	95	3.78				
22. I know what is expected of me at work.											
Lancaster Bible College	46	46	5	2	0	110	4.37				
Survey Finalists	47	43	6	3	1	2013	4.34				
Non Finalists	41	48	6	4	1	1752	4.24				
Lancaster Bible College'04	47	45	4	4	0	96	4.34				



Question Item Detail
Lancaster Bible College
Empowerment Relationships
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
23. I have the materials and equipment I need to do my work right.											
Lancaster Bible College	35	45	9	9	1	110	4.05				
Survey Finalists	39	43	9	6	2	2007	4.12				
Non Finalists	31	44	11	11	3	1747	3.89				
Lancaster Bible College'04	25	55	10	9	1	97	3.93				
24. My organization seeks the suggestions of employees.											
Lancaster Bible College	36	56	6	1	0	110	4.28				
Survey Finalists	21	46	19	11	4	2009	3.69				
Non Finalists	18	45	20	13	4	1753	3.59				
Lancaster Bible College'04	30	64	5	1	0	97	4.23				
25. My organization acts on the suggestions of employees.											
Lancaster Bible College	20	62	12	6	0	110	3.95				
Survey Finalists	14	39	31	12	4	2005	3.49				
Non Finalists	12	36	31	15	5	1748	3.34				
Lancaster Bible College'04	19	55	19	7	0	95	3.85				
26. Employees feel free to voice their opinions openly in my work area.											
Lancaster Bible College	35	50	10	5	0	110	4.14				
Survey Finalists	31	44	13	9	4	2007	3.90				
Non Finalists	28	45	12	10	5	1752	3.82				
Lancaster Bible College'04	25	56	8	9	3	93	3.90				
27. I have the decision-making authority I need to do my job effectively.											
Lancaster Bible College	39	44	13	4	1	110	4.16				
Survey Finalists	39	43	11	6	1	2012	4.12				
Non Finalists	30	48	12	7	3	1748	3.95				
Lancaster Bible College'04	27	52	8	9	3	96	3.91				



Question Item Detail
Lancaster Bible College
Empowerment Relationships
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response				
								Strongly Agree	Agree	Neutral	Disagree	
28. My organization involves employees in decisions that affect them.												
Lancaster Bible College	26	46	19	6	2	110	3.89	26	46	19	6	2
Survey Finalists	18	40	24	14	5	2006	3.52	18	40	24	14	5
Non Finalists	15	34	27	17	6	1750	3.34	15	34	27	17	6
Lancaster Bible College'04	17	43	25	13	2	93	3.60	17	43	25	13	2
29. Employees at my organization are encouraged to experiment and to be innovative.												
Lancaster Bible College	26	55	14	5	0	110	4.02	26	55	14	5	0
Survey Finalists	23	45	21	8	3	2001	3.76	23	45	21	8	3
Non Finalists	17	42	26	11	4	1743	3.58	17	42	26	11	4
Lancaster Bible College'04	15	53	17	13	3	95	3.63	15	53	17	13	3
30. In my work area we work effectively as a team.												
Lancaster Bible College	45	42	10	4	0	110	4.27	45	42	10	4	0
Survey Finalists	48	37	9	4	2	2012	4.26	48	37	9	4	2
Non Finalists	43	39	11	5	2	1749	4.17	43	39	11	5	2
Lancaster Bible College'04	45	42	3	3	6	93	4.16	45	42	3	3	6
31. At my organization, there is generally good teamwork across departments.												
Lancaster Bible College	23	51	16	9	1	110	3.85	23	51	16	9	1
Survey Finalists	23	45	18	9	3	2001	3.76	23	45	18	9	3
Non Finalists	16	41	23	14	6	1746	3.47	16	41	23	14	6
Lancaster Bible College'04	13	57	14	13	3	93	3.63	13	57	14	13	3



**Question Item Detail
Lancaster Bible College
Rewards Benefits
2005 Employee Survey Results**

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
32. In comparison with people in similar jobs in other Christian organizations, I feel I am paid fairly.											
Lancaster Bible College	16	39	25	13	5	110	3.45				
Survey Finalists	19	42	22	12	5	1990	3.58				
Non Finalists	14	37	24	17	8	1745	3.32				
Lancaster Bible College'04	14	47	21	14	3	90	3.54				
33. My organization effectively rewards top performers.											
Lancaster Bible College	8	35	36	16	5	110	3.25				
Survey Finalists	12	30	35	16	7	1993	3.26				
Non Finalists	7	25	34	24	10	1748	2.96				
Lancaster Bible College'04	8	33	25	23	12	92	3.01				
34. I am satisfied with the recognition I receive for doing a good job.											
Lancaster Bible College	25	53	11	7	3	110	3.88				
Survey Finalists	24	43	18	11	3	2003	3.73				
Non Finalists	18	42	21	13	5	1742	3.55				
Lancaster Bible College'04	18	53	15	10	4	97	3.69				
35. I am satisfied with my medical or health plan.											
Lancaster Bible College	25	38	24	9	3	110	3.67				
Survey Finalists	24	39	23	11	4	1980	3.68				
Non Finalists	24	40	20	11	4	1740	3.68				
Lancaster Bible College'04	26	41	20	11	1	87	3.80				



Question Item Detail
Lancaster Bible College
Rewards Benefits
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response			
								Strongly Agree	Agree	Neutral	Disagree
36. I am satisfied with my paid time off (vacation, sick leave).											
Lancaster Bible College	42	45	4	4	5	110	4.14				
Survey Finalists	44	41	11	3	1	1990	4.24				
Non Finalists	37	45	10	5	3	1738	4.08				
Lancaster Bible College'04	41	52	5	1	1	95	4.31				
37. I am satisfied with my retirement plans (pension, 403(b), 401(k), SP etc.).											
Lancaster Bible College	34	52	8	5	1	110	4.10				
Survey Finalists	35	43	18	3	1	1991	4.08				
Non Finalists	25	46	22	5	2	1741	3.87				
Lancaster Bible College'04	36	48	11	5	0	94	4.15				
38. My organization supports flexible work arrangements such as flexible work hours, job sharing, and telecommuting.											
Lancaster Bible College	32	32	25	8	3	110	3.82				
Survey Finalists	32	38	20	8	2	1992	3.90				
Non Finalists	29	38	22	8	3	1745	3.82				
Lancaster Bible College'04	32	34	17	17	0	90	3.82				
39. My organization's programs help employees balance work and personal-life responsibilities.											
Lancaster Bible College	27	40	25	6	2	110	3.85				
Survey Finalists	34	41	17	7	2	1998	3.97				
Non Finalists	25	43	20	9	3	1743	3.78				
Lancaster Bible College'04	24	34	22	13	6	94	3.57				



Question Item Detail
Lancaster Bible College
Growth Development
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response				
								Strongly Agree	Agree	Neutral	Disagree	
40. I receive the training needed to do my current job effectively.												
Lancaster Bible College	34	45	14	6	0	110	4.04	34	45	14	6	0
Survey Finalists	28	48	16	7	2	2002	3.94	28	48	16	7	2
Non Finalists	22	49	17	9	3	1743	3.78	22	49	17	9	3
Lancaster Bible College'04	26	52	15	7	0	94	3.96	26	52	15	7	0
41. In the past year, I have had opportunities at work to learn and grow.												
Lancaster Bible College	40	51	5	4	0	110	4.27	40	51	5	4	0
Survey Finalists	39	47	10	4	1	1999	4.19	39	47	10	4	1
Non Finalists	32	49	13	5	2	1740	4.05	32	49	13	5	2
Lancaster Bible College'04	33	60	7	0	0	97	4.26	33	60	7	0	0
42. Someone at work encourages my development.												
Lancaster Bible College	34	54	9	4	0	110	4.17	34	54	9	4	0
Survey Finalists	36	39	16	7	2	2002	4.00	36	39	16	7	2
Non Finalists	29	43	17	9	3	1745	3.86	29	43	17	9	3
Lancaster Bible College'04	31	45	12	8	3	97	3.93	31	45	12	8	3
43. My organization promotes the most qualified employees.												
Lancaster Bible College	22	43	25	8	2	110	3.72	22	43	25	8	2
Survey Finalists	17	36	31	12	4	1986	3.49	17	36	31	12	4
Non Finalists	13	33	32	15	6	1734	3.32	13	33	32	15	6
Lancaster Bible College'04	18	36	29	14	3	87	3.52	18	36	29	14	3



**Question Item Detail
Lancaster Bible College
Christian Culture
2005 Employee Survey Results**

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response				
								Strongly Agree	Agree	Neutral	Disagree	
44. There is a high level of trust at my organization between senior management and employees.												
Lancaster Bible College	25	43	24	9	0	110	3.83	25	43	24	9	0
Survey Finalists	22	41	21	11	6	1996	3.61	22	41	21	11	6
Non Finalists	16	33	25	18	8	1750	3.32	16	33	25	18	8
Lancaster Bible College'04	23	44	16	17	1	96	3.71	23	44	16	17	1
45. My organization conducts its activities openly and honestly.												
Lancaster Bible College	40	45	9	5	0	110	4.20	40	45	9	5	0
Survey Finalists	32	41	19	5	3	1998	3.95	32	41	19	5	3
Non Finalists	26	41	21	9	4	1748	3.77	26	41	21	9	4
Lancaster Bible College'04	32	47	15	5	0	97	4.06	32	47	15	5	0
46. My organization's leaders behave with fairness and integrity.												
Lancaster Bible College	42	46	8	4	0	110	4.26	42	46	8	4	0
Survey Finalists	39	41	14	5	2	2004	4.11	39	41	14	5	2
Non Finalists	32	43	16	6	2	1749	3.96	32	43	16	6	2
Lancaster Bible College'04	39	42	15	3	0	97	4.18	39	42	15	3	0
47. My organization's leaders exhibit many of the fruits of the holy spirit (love, joy, peace, kindness, etc.).												
Lancaster Bible College	53	42	5	1	0	110	4.46	53	42	5	1	0
Survey Finalists	44	42	11	3	1	2001	4.25	44	42	11	3	1
Non Finalists	36	44	15	4	2	1745	4.08	36	44	15	4	2
Lancaster Bible College'04	55	39	6	0	0	96	4.49	55	39	6	0	0



Question Item Detail
Lancaster Bible College
Christian Culture
2005 Employee Survey Results

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	of Respondents	Average Resp.	Percent Response																																	
<p>48. At my organization, people are responsible and held accountable for doing what they say they will do.</p> <table border="1"> <tr> <td>Lancaster Bible College</td> <td>30</td> <td>45</td> <td>16</td> <td>7</td> <td>1</td> <td>110</td> <td>3.96</td> <td rowspan="4"> </td> </tr> <tr> <td>Survey Finalists</td> <td>25</td> <td>46</td> <td>17</td> <td>9</td> <td>2</td> <td>2005</td> <td>3.83</td> </tr> <tr> <td>Non Finalists</td> <td>20</td> <td>44</td> <td>22</td> <td>10</td> <td>4</td> <td>1751</td> <td>3.67</td> </tr> <tr> <td>Lancaster Bible College'04</td> <td>27</td> <td>51</td> <td>9</td> <td>14</td> <td>0</td> <td>93</td> <td>3.90</td> </tr> </table>									Lancaster Bible College	30	45	16	7	1	110	3.96		Survey Finalists	25	46	17	9	2	2005	3.83	Non Finalists	20	44	22	10	4	1751	3.67	Lancaster Bible College'04	27	51	9	14	0	93	3.90
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Lancaster Bible College'04	27	51	9	14	0	93	3.90																																		
<p>49. My organization's leaders demonstrate compassion for people at all levels.</p> <table border="1"> <tr> <td>Lancaster Bible College</td> <td>53</td> <td>37</td> <td>9</td> <td>1</td> <td>0</td> <td>110</td> <td>4.42</td> <td rowspan="4"> </td> </tr> <tr> <td>Survey Finalists</td> <td>36</td> <td>41</td> <td>15</td> <td>6</td> <td>2</td> <td>1994</td> <td>4.04</td> </tr> <tr> <td>Non Finalists</td> <td>28</td> <td>45</td> <td>17</td> <td>8</td> <td>3</td> <td>1753</td> <td>3.87</td> </tr> <tr> <td>Lancaster Bible College'04</td> <td>55</td> <td>32</td> <td>9</td> <td>4</td> <td>0</td> <td>97</td> <td>4.37</td> </tr> </table>									Lancaster Bible College	53	37	9	1	0	110	4.42		Survey Finalists	36	41	15	6	2	1994	4.04	Non Finalists	28	45	17	8	3	1753	3.87	Lancaster Bible College'04	55	32	9	4	0	97	4.37
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Non Finalists	28	45	17	8	3	1753	3.87																																		
Lancaster Bible College'04	55	32	9	4	0	97	4.37																																		
<p>50. Overall, I am very satisfied with the level of Christian fellowship and spirituality at my organization.</p> <table border="1"> <tr> <td>Lancaster Bible College</td> <td>42</td> <td>48</td> <td>10</td> <td>0</td> <td>0</td> <td>110</td> <td>4.32</td> <td rowspan="4"> </td> </tr> <tr> <td>Survey Finalists</td> <td>43</td> <td>41</td> <td>11</td> <td>4</td> <td>2</td> <td>2008</td> <td>4.19</td> </tr> <tr> <td>Non Finalists</td> <td>31</td> <td>47</td> <td>15</td> <td>6</td> <td>2</td> <td>1749</td> <td>3.97</td> </tr> <tr> <td>Lancaster Bible College'04</td> <td>53</td> <td>30</td> <td>10</td> <td>7</td> <td>0</td> <td>97</td> <td>4.28</td> </tr> </table>									Lancaster Bible College	42	48	10	0	0	110	4.32		Survey Finalists	43	41	11	4	2	2008	4.19	Non Finalists	31	47	15	6	2	1749	3.97	Lancaster Bible College'04	53	30	10	7	0	97	4.28
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Non Finalists	31	47	15	6	2	1749	3.97																																		
Lancaster Bible College'04	53	30	10	7	0	97	4.28																																		



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

Leadership Christian Culture

1. Our organization creates and communicates our organizational values.
2. Our organization creates and communicates our performance expectations.
3. Our organization creates and communicates our long-term direction.
4. Objective organizational performance measures are regularly reviewed by senior leaders.
5. Key human resource goals are included in our strategic plans.
6. Our senior leaders receive annual performance reviews.
7. We promote a Christian culture in our workplace.
8. We strive to cultivate a variety of backgrounds, cultures, and ideas in our workforce.
9. We make improvements in our workplace health and safety.
10. We actively encourage ethical behavior in our organization.

- we do this and it is measured-monitored
- we do this and it is measured-monitored
- we do this and it is measured-monitored
- we do this and it is measured-monitored
- we do this and it is measured-monitored
- we do this and it is documented
- we do this and it is measured-monitored
- we do this and it is documented
- we do this and it is measured-monitored
- we do this and it is documented

11. Additional comments

1. Presidential State of the College address given annually 7. Weekly prayer meetings performance appraisals comment on spiritual growth



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

Attraction and Retention

1. We determine which talents and core competencies are needed by potential employees.
2. We attract and retain the people our organization needs to be successful.
3. We have a strategy for creating a desirable place to work.
4. A systematic new hire orientation program exists.
5. What was your organization's voluntary turnover in the past 12 months (as a percentage of your total workforce)
6. Did you have a reduction in workforce this past year
 that _____ of total FTE

We do this and it is measured-monitored
 We do this and it is measured-monitored
 We do this, but it is not documented
 We do this and it is measured-monitored
 13

No

7. Additional comments

1. Job descriptions 2. Hand files Turnover reports Exit Interviews 4. Connections Training Professional Development Sessions 6. Added 5 new positions this past year

Relationships Empowerment

1. Our senior management creates an environment for empowerment and innovation.
2. We regularly communicate organizational goals to our employees.
3. We assess if employees have the tools they need to do a good job (i.e., training, skills, equipment, authority).
4. We manage data, information and organizational knowledge to ensure employees who need it have access to it.
5. We create an environment for open communication from employees to senior management.
6. The level of our customer/supporter satisfaction is measured.

We don't know or don't do this
 We do this and it is measured-monitored
 We do this and it is measured-monitored
 We do this, but it is not documented
 We do this and it is measured-monitored
 We do this and it is measured-monitored



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

7. Regarding the results of the employee survey portion of the Best Christian Places to Work survey

We plan to share all results and develop and implement improvement opportunities.

8. Additional Comments.

2. Presidential updates 3. Performance Appraisals 5. Presidential meetings Staff Enrichment Committee exit interview consult 6. Senior interviews student worker surveys employee exit interview employee surveys 7. a) additional representatives

Motivation, Commitment Evaluation

1. We utilize a performance management system that encourages high performance.

We do this and it is measured-monitored

2. We measure employee satisfaction, motivation and commitment levels.

We do this and it is measured-monitored

3. We motivate our employees to develop and utilize their full potential.

We do this and it is measured-monitored

4. What is your employee absentee rate over the last 12 months

below

5. Additional comments

1. Performance appraisals progress reports 2. Employee exit interview presidential feedback 3. Performance appraisals support of administrators 4. average of 2.6 for staff average of 3 for staff/faculty/administrators



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

Rewards and Recognition

1. We have a system for determining who or what work group deserves special rewards or recognition.
 2. Our rewards and recognition program contributes to the mission of our organization.
 3. We share organization performance information with our employees.
 4. Where does your organization position its pay relative to your labor market?
 5. Where does your organization position its pay, relative to other Christian organizations?
 6. Additional comments
1. Staff Enrichment Committee 3. Best Christian Workplaces Task Force formed following last year's survey

We do this and it is measured-monitored
 We do this and it is measured-monitored
 We do this and it is measured-monitored
 Below the market average
 At the market average

Employee Benefits

1. What percentage of your employees (full-time and part-time) is eligible to participate in your employee benefits program
2. Which of the following benefits are offered to the majority of your employees
 - a. Comprehensive flexible benefits program (i.e. with benefit credits and price tags) to your employees
 - b. Medical care plan
 - c. Dental plan
 - d. Pension plan (including Defined benefit, Cash Balance, Pension Equity)

83%



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

(For example: 1.5% X final average earnings X service)

e. Savings plan (including 403(b), Money Purchase, Profit Sharing, 401(k))

f. Sick leave plan

g. Tuition reimbursement

h. Discounted merchandise or services

i. Childcare or eldercare referral service

j. On-site daycare/before or after school childcare

k. Dependent care/health care spending account

l. Sabbatical program

m. Employee Assistance Program

3. What overall cost trend per employee did your organization experience for your medical benefits from 2003 to 2004

3 % Increase

4. What do you expect your cost trend per employee to be in 2005

10 % Increase



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

5. Has your organization implemented in the last 12 months or do you plan on implementing any of the following health care strategies/programs in 2004		
Check all that apply	(In last 12 Months)	Planned for 2004
a. Increase employee premium contributions		
b. Shift a larger percentage of the premium costs to employees		
c. Increase employee copays or coinsurance		
d. Change out of pocket maximums		
e. Absorb cost increases		
f. Narrow eligibility criteria in order to cover fewer people (e.g., spousal coverage, reduction in part time benefit)		
g. Reduce or eliminate coverage for certain services		
h. Add or reconfigure coverage for certain services		
6. If your health care costs are increasing and you plan to absorb these cost increases, how do you plan to cover these health care cost increases (check all that apply)		
e don't plan on absorbing cost increases at all		
rowth in our organization		
eductions on overhead (e.g., staffing reductions or other costs)		
eductions in other benefit areas		
eduction in pay		
No increases in pay		

7. What are the top three non-traditional benefits you offer
 Event meals Department recognition Employee Appreciation Banquet



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

8. What is the monthly premium for the medical plan that covers the largest portion of your employees for the following coverage	
a. Employee Only	
Organization's Share	137.91
Employee's Share	45.97
Total Cost	183.88
b. Employee and Family	
Organization's Share	344.76
Employee's Share	114.92
Total Cost	459.68
9. If you offer a Defined Contribution Plan (401(k), 403(b), Money Purchase Pension, Profit Sharing), what % of payroll does the organization contribute (include matching, discretionary and non-discretionary contributions).	
a. Money Purchase Employer contribution to the plan last year as a percent of payroll	0
b. 403(b)/401(k) Employer contribution to the plan last year as a percent of payroll	5
c. Other Defined Contribution Plan (Profit Sharing) Employer contribution to the plan last year as a percent of payroll	0
10. If you offer a Pension Plan (Defined Benefit, Cash Balance, Pension Equity) what is the annual benefit starting at age 62 for an employee with 20 years of service, whose pay has always been \$35,000	0
11. Paid Time Off Please provide information for the paid time off policies that apply to the largest proportion of your employees.	Days Off



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

a. Number of paid holidays granted each year (including floating holidays)	15
b. If you provide separate annual sick leave and vacation accrual please answer question 1 below. If not, please go to question 2.	Scale

1. How many days of sick leave are available for employee use each year	
Vacation days granted each year for the majority of your employees	Vacation Days Earned Annually
Completed Years of Service	
1	8
5	18
10	23
15	0
20	0

2. If you provide a combined annual sick leave and vacation accrual (PTO plan), how many days are granted each year for the majority of your employees	
Completed Years of Service	Combined sick leave and vacation days earned annually
1	0
5	0
10	0
15	0
20	0

12. Additional comments.



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

11-1 Vacation days granted - at 2 years, 13 days

Growth and Development

1. We determine the needs for education and training in our staff.
2. Our education and training program contributes to our goals.
3. That % of total payroll is earmarked for training and development

We do this and it is measured-monitored

We do this, but it is not documented

Under 1



Lancaster Bible College
Organization Profile
 2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

4. Additional comments

1. Professional Development Sessions review

Summary Statistics

Please complete the following financial results for your organization. Information will be kept confidential and/or only used with your permission. This information is for analysis purposes only and will not be included in the judging for the Best Christian Places to work program.

Please enter all figures as whole numbers 1,000,000 (not 1MM) 100,000 (not 100)

Measure	Three Years Ago	Two Years Ago	Last Year	This Year (Estimate)
Total Income	10,427,507	10,698,635	#####	12,981,591
Total Operating Expenses	10,402,914	10,674,356	#####	12,910,520
Net Income	24,592	24,279	117,492	71,072
Total Full Time Equivalent Employees	110	108	-	-

Our Mission Statement

Lancaster Bible College 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.

Our Mission Statement



Lancaster Bible College
Organization Profile
2005 Survey Results

[HOME](#)

[Dimension Summary](#)

Question

Organization Response

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 a

Our Core Values

Biblical and Institutional Commitment Pursuit of Quality Education and Operation An Environment which Encourages Spiritual Life and Growth A Ministry and Service Mindset A Culture that is Team-Oriented A Campus Climate that is Family-Oriented Instit

Optional Comments

LBC is a non-denominational, degree-granting institution and is authorized to grant a Master of Arts in Ministry, a Master of Arts in Bible, a Master of Arts, a Master of Education, a Bachelor of Science, an Associate of Science, and one-year certificate