Institutional Mission
To educate men and women toward maturity of intellect, character, and Christian faith in preparation for lives of service, leadership, and reconciliation in church and society.

The Messiah Distinctives
(As stated in The Centennial Plan)

Excellence
“Excellence is expected, pursued, and increasingly realized in every dimension of Messiah’s life as evidence of our stewardship.”

Hospitality
“The Christian Gospel is one of inclusiveness, of welcome, of embrace, of love, of reconciliation, of hospitality.”

Engagement
“This is . . . responsibility, of being salt and light, of self-giving, of purposefulness, of engagement . . . be it cultural, ethnic, geographic, religious, or intellectual.”

Hope
The focus is then as much on what God and we will yet do in the future than on the past. A spirit of hope premised in faith and empowered by grace is then evidenced in love.”
In the coming academic year, Messiah College will endeavor to faithfully fulfill its institutional mission by seeking to:

Nurture a campus culture characterized by **affirmation** of the pursuit of excellence and the unique giftedness of employees and students

Approach significant concerns through respectful **conversation** that demonstrates a regard for others and the complexity of difficult issues

Address institutional and personal injustice by promoting peace and working toward **reconciliation**

Evaluate the present and plan for the future by employing thoughtful and inclusive **deliberation**
Shared Priorities
(As stated in The Centennial Plan)

Priority One: To strengthen Messiah College as a Christian academic community

During the years addressed by The Centennial Plan, the College will:

• Foster an engaging intellectual climate and culture of scholarship;
• Advance the identity and academic program of each school;
• Develop common learning to further the College’s mission and identity;
• Nurture curricular and cocurricular coherence; and
• Further programs and student participation in contextual learning.

Priority Two: To ensure a campus infrastructure consistent with the requirements of the College’s educational program

During the years addressed by The Centennial Plan, the College will:

• Shape enrollment in ways that enhance academic excellence, support initiatives toward ethnic diversity, and reflect the varied Church affiliations nationally and internationally;
• Undertake and implement a long-term comprehensive land-use plan;
• Secure funding for and construct and/or renovate facilities to support the College’s educational and administrative program;
• Ensure financial strength and accountability;
• Invest in and provide support for appropriate levels of technology;
• Ensure an employee base that supports the mission and identity of the College and is of high quality, appropriately compensated, and of positive morale; and
• Strengthen institutional image.

(Continued on inside panel)
• The Vice Provost/Dean of Students will lead a review regarding ways to improve off-campus communications for the College’s intercollegiate athletic program.

Personnel
• Human Resources will complete a job classification audit to ensure that positions are grouped and classified in an effective structure. As part of the job classification audit, Human Resources will review the existing compensation structure and make recommendations for revisions that support our progress toward median salary goals.
• Human Resources will complete an audit of all personnel policies and recommend revisions. In addition to revising the online policy manual, a revised personnel policy manual will be distributed in hard copy to all departments.
• The College will provide a benefits package for all employee groups—faculty, administrators, and staff—which is comparable to that provided for employees at peer institutions.
• The Personnel Subcommittee of College Council will review the structure of Administrative and Staff Council.

Finances
• The Institutional Planning and Finance Subcommittee will review the goal of maintaining institutional financial aid at approximately 29 percent of tuition, allocated between merit- and need-based awards in a manner which supports the College’s strategic enrollment objectives.
• The Vice President for Finance will provide leadership to develop a holistic planning tool for dedicated institutional capital equipment funds as part of the annual capital/depreciation budget.

Development
• To Serve & To Lead: The Campaign for Student Enrichment will be successfully completed during 2005–2006.
• The Development Office, in collaboration with academic and administrative leaders, will undertake efforts designed to interest and closely involve new friends in the College, with the long-term goal of building a core of friends able and willing to commit major resources (at $100,000 and higher) to the mission of the institution.

(Continued on back panel)
• The President and Vice President for Advancement will begin to assess priorities for the next campaign with the assumption that the lead component of the campaign will be expanded facilities for the School of the Arts. The proposed priorities will be discussed by the Institutional Planning and Finance Subcommittee, College Council, COE Senate, and the Board of Trustees.

Facilities and Land Use
• The President and Vice President for Operations will work with the Institutional Planning and Finance Subcommittee and an outside firm to complete the first phase of a campus facilities/land use plan (a new campus master plan) to be completed by spring 2006.
• The Vice President for Operations will continue to lead a comprehensive inventory of the Grantham campus facilities, with identification of program assignment, space usage, and optimal occupancy through 2005-2006.

Community Engagement
• The Chair of the Board of Trustees will appoint a task force, comprised of board members and campus representatives, to recommend appropriate expressions of and parameters for the continuing relationship between the College and the Brethren in Christ Church.

Institutional
• The College Counsel will give leadership to developing a multi-year systematic review in 2005-2006 to ensure compliance with relevant federal and state regulatory statutes in key operational and administrative areas.
• The President’s Cabinet will develop a holistic strategy for increasing revenue and carefully managing costs.
Priority Three: To increase institutional effectiveness by fostering a pervasive campus culture that embraces review and renewal through careful planning and comprehensive assessment

During the years addressed by The Centennial Plan, the College will:

• Identify strategic performance indicators as primary benchmark standards;
• Require and support ongoing assessment of educational programs, support operations, and campus personnel;
• Apply assessment findings to guide program renewal; and
• Link program planning and financial budgeting.

Key Objectives for 2005–2006

Student Enrollment

• The Advancement Division will develop and implement an integrated marketing plan to achieve the College’s enrollment goals.

Educational Program

• The Vice Provost/Dean of Students and the President will continue to lead the task force charged with reviewing the Community Covenant.

• The capital equipment task force, chaired by the Dean of the School of Health and Natural Sciences, which was appointed in 2004–2005 to establish dedicated capital equipment funds for selective departments (including institutional departments and residence life) as part of the annual capital/depreciation budget, will continue its work in 2005–2006.

• The Provost will appoint a task force to begin considering the potential development of limited graduate programs.

• The Provost and school deans will study the percentage of faculty holding terminal degrees and consider strategies for increasing this percentage.

• The Provost will work with the Assistant Dean/Director of Faculty Development and the school deans to review the faculty development program.