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.

 Messiah’s Mission 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:

**Develop an**

**Effective Response**

to the Challenges Messiah Faces in the Current Environment

**Communicate Messiah’s**

**Educational Distinctives**

to a Regional and National Audience

**Articulate a**

**Compelling Vision**

for Messiah’s Second Century
Shared Priorities
(As stated in The Centennial Plan)

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

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

Priority Three: To increase institutional effectiveness by fostering a pervasive campus culture that embraces review and renewal through careful planning and comprehensive assessment

Key Objectives for 2006–2007

Institutional Vision
• Develop a vision statement for Messiah’s second century to be discussed and adopted by campus constituents and the Board of Trustees.
• Design and implement the first stages of our next strategic planning process.
• Develop and implement a plan to increase Messiah’s regional and national visibility.

Student Enrollment
• Meet the enrollment goal of 2848 (based on prior years’ data) and continue to work toward our goals for increasing the diversity of our student body.
• Implement the recommendations of the Integrated Marketing Team regarding student enrollment.

Educational Program
• The Provost’s Cabinet will review the role of centers and institutes at the College and recommend ways to increase the effectiveness of existing and potential centers/institutes as an expression of the College mission and as an extension of the identity and program of the College’s various schools.
• The Vice Provost/Dean of Students and the College Pastor will review how the chapel program and other faith develop-

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ment activities relate to academic and student affairs programming, and to assess the effectiveness of these activities in fostering the faith development of students (postponed from 2005-2006).

- As part of the strategic planning process, the Provost and Deans will assess the College's current goal for the percentage of instruction provided by full-time faculty and the student-faculty ratio and offer appropriate recommendations.
- During 2006-2007 the Provost will work with School Deans to review the percentage of faculty holding terminal degrees and articulate a plan to increase this percentage.
- The Provost, Associate Dean of Multicultural Programs, and the Director of Human Resources will give leadership to the preparation and implementation of a comprehensive Diversity Plan which will address issues of campus climate, hiring, student recruitment, student and employee retention, and educational programming.

**Personnel**

- Selection of personnel in all work units will seek to reflect the College's commitment to creating a community which is diverse by ethnicity, gender, age, and church affiliation. It is expected that by 2009 the College employee base will reflect the gender and ethnic diversity outlined in the Centennial Plan.

**Finances**

- The College will continue to implement and regularly review the effectiveness of the econometric model for awarding student financial aid prior to making recommendations for the next fiscal year.
- The College will establish dedicated capital equipment funds for selected departments and equipment classifications as part of the annual capital budgeting process. A new process for reviewing capital requests will be implemented in FY07 as part of the FY08 planning cycle. Base funding for each dedicated capital account will be implemented in FY08.
- To provide continued effective support of the College's priorities and programs, the College endowment will be increased an average of 8 percent annually through 2009, relying on a strategy of fundraising and investment management.
• The President and Institutional Planning and Finance Subcommittee will provide leadership to the development and execution of a long-term strategy for increasing revenue and decreasing expenses in order to insure financial health for the College.

**Fundraising**

• The President and Vice President for Advancement, Development team, Institutional Planning and Finance Subcommittee, and the Board of Trustees will plan the next comprehensive fundraising campaign – focusing on an addition to the Climenhaga Fine Arts Center, student financial aid, and endowment.

• The Office of Development will prepare and begin implementation of a multi-year plan to increase annual fund gift support by 8-10 percent annually.

• The Office of Development and the Office of Alumni/Parent Relations will execute a plan to increase the alumni giving participation rate by 10 percentage points (to 30%) by 2009.

**Campus Facilities, Equipment and Land Use**

• The Vice President for Operations will lead a comprehensive inventory of campus facilities on the Grantham Campus, with identification of program assignment and optimal occupancy that will be conducted during 2005-2006 and 2006-2007. This inventory will be reviewed and updated bi-annually, with a summary report of recommendations presented to the senior administrative team and the Institutional Planning and Finance Subcommittee.

• The Institutional Planning and Finance Subcommittee will continue the work of the Concept Plan regarding the development of future priorities and Rider/Musser properties.

**Community Engagement**

• A task force comprised of board members and campus representatives will continue their work to recommend appropriate expressions of and parameters for the continuing relationship between the Brethren in Christ Church and the College.

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(Continued from Key Objectives)

• The Director of Public Relations and Vice President for Operations will co-lead a Centennial Committee to plan the objectives and activities of Messiah’s 100th anniversary in 2009-2010, with a goal of increasing the College’s visibility.

Institutional Effectiveness

• The College will engage a continuous and systematic approach to review all campus programs (curricular, cocurricular, and support) to assure high quality performance, focus on institutional mission, and review cost efficiency.