Support Programs

• The vice presidents will work with directors to implement a comprehensive process of program review as outlined in the Institutional Effectiveness Plan.

Personnel

• The Ranked Faculty Affairs Committee will:
  – Review the Ranked Faculty Salary Schedule policy relative to the new benchmarking group and stated salary targets of The Centennial Plan. Attention will also be given to the protocol for annual salary recommendations.
  – Review the status of salaries for adjunct faculty, and propose targeted improvements as appropriate.

• The Department of Human Resources will review and make recommendations regarding the current employee performance appraisal system.

Finances

• Prioritize the allocation of additional, or reallocation of existing, resources in favor of initiatives that will enhance the institutional mission.

• Undertake a budgetary process that takes into account both affordability and value-added expenditures that will advance the College's strategic goals by:
  – Maintaining tuition, room, board, and other student charges at 95% to 110% of the median respective charge at peer institutions.
  – Seeking to introduce new, while maintaining existing, cost containment practices and exploring new means of revenue generation.
  –Maximizing annual giving revenue to offset needed increases in operating expenditures and to support special initiatives in each school.

• Establish dedicated capital equipment funds for selective departments (including institutional departments and residence education) as part of the annual capital/depreciation

(Continued on back panel)
FOCAL POINTS FOR 2004–2005
(As outlined in the interim president’s 2004–2005 “State of the College” Address)

Continue an unwavering commitment to ACADEMIC EXCELLENCE.

Nurture our CHRISTIAN IDENTITY which is characterized by a spirit of graciousness.

Maintain a strong tradition of COMMUNITY ENGAGEMENT.

Practice CAREFUL STEWARDSHIP in all of our decision making.

Emphasize STUDENT CENTEREDNESS in campus conversation and programming.

(Continued from Key Objectives)

budget, upon completion of the work of the Capital Equipment Task Force (chaired by the dean of the School of Health and Natural Sciences).

• Seek to increase the College endowment an average of 8% annually (through 2009) to provide effective support to the College’s priorities and programs, relying on a strategy of fundraising and investment management.

Development

• Continue to work toward the successful completion of the Campaign for Student Enrichment ($40 million of the $50 million goal has been raised to date).

Enrollment

• Develop an integrated marketing plan to achieve enrollment and student application goals.

• Conduct research with prospective students to determine perceptions and attitudes about Messiah College, and use the findings to strengthen recruitment strategies.

Technology

• Begin the installation of Project Banner, the new administrative records system.

Facilities

• The director of facilities and conference services will lead a comprehensive inventory of the Grantham campus facilities, with identification of program assignment, space usage, and optimal occupancy during 2004–2006.

MESSIAH COLLEGE
2004–2005 ANNUAL PLAN

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.”