



KIM S. PHIPPS, PRESIDENT
2010 STATE OF THE COLLEGE
AUGUST 24, 2010
“THE CAPACITY TO SEE ANEW”

We have just completed a memorable year-long celebration of our centennial anniversary. I am deeply grateful to each of you – and especially to the Centennial Committee – for all your combined efforts to affirm and honor Messiah College’s legacy.

In last year’s “State of the College” address, I described the metaphorical flood of changes and challenges that were washing over Messiah College and the broader landscape of higher education. When faced with the turbulent flood waters of economic challenge and pressure to change, I suggested we follow the example of two students who – when confronted with last summer’s literal campus flooding– seized the opportunity to grab their kayaks, shout and then soar over a newly formed waterfall on the Grantham Church property.

This morning, I am pleased to report that, like these kayakers, we have also been successfully navigating a flood of challenges and we have many reasons to celebrate. And yet, economic and social pressures continue to alter the landscape of American higher education, forcing us to confront current and future realities. In the days ahead, we must continue to take strategic steps to fulfill our shared vision of making Messiah College the premiere Christian College in the eastern United States because of our academic excellence and our commitment to gracious Christianity. For this vision to be realized we must seek to create a campus culture that embraces possibility - we must nurture a corporate ethos that will enable us to see ourselves as an educational community brimming with enhanced potential and promise. Today, I will be addressing three themes - excellence, innovation, and globalization – themes which I believe to be vitally important to fulfilling our mission in an ever changing context. In the words of our current student recruitment communication campaign, we must learn to see anew!

In our campaign, we ask prospective students to imagine what happens when values that appear to be in opposition successfully coexist – values such as faith and intellect, work and play, discipline and imagination, and harmony and difference. When this happens, we promise students that these tensions will sharpen their intellect and inspire their imagination resulting in the ability to see anew.

Tensions permeate the halls of most colleges and universities, but ideas and values that appear to be in opposition often lead us to acuity of thinking and clearer vision. At Messiah College, we experience the tensions inherent in:

- Being academically excellent *and* faithfully Christ-centered
- Planning strategically *while* remaining open to innovation and experimentation
- Recognizing both the tangible *and* intangible outcomes of the education we seek to provide
- Increasing cost-savings *while* simultaneously increasing quality and innovation
- Managing financial pressures from the reduction in net tuition revenue *while* at the same time funding necessary increases to meet the expectations of students and their families (particularly related to technology and financial aid)

Despite these tensions, I have never been more optimistic about Messiah College’s future! Our community has the capacity to excel as we continue to educate women and men to sharpen their intellect, deepen their Christian faith, and commit themselves to lives of inspired action even in the midst of turbulent times.

My hopefulness is bolstered by the knowledge of what we have accomplished together during the past year, including:

- Launching the Crane branding campaign to accurately communicate the unique elements of a Messiah College education.
- Refashioning our communication with prospective students to integrate social networking apps, and smart phones apps that make the enrollment process more seamless for students.
- Creating and successfully implementing new undergraduate and graduate programs including Master's degrees in Counseling, Art Education and Conducting – with Education and Youth and Young Adult Ministry soon to come.
- Taking the necessary, but at times difficult steps to ensure our long-term institutional strength. Following the completion of the FY10 audit, I will be reporting a strong annual financial performance which was the result of strategic reductions, strong retention, careful stewardship and a very positive fund-raising year!
- Reducing our carbon footprint and achieving financial savings as a result of the “Turn it Off Campaign.”
- Successfully fundraising for the construction of the Calvin and Janet High Center for the Worship and Performing Arts, student scholarship aid and academic enhancements! Thanks to the commitment of our Development team and volunteer leaders, we have raised 34.7 million of our 40 million goal (86.6%) for the Centennial Campaign which will conclude in December 2012.)
- Surpassing all of our enrollment targets for the 2010-2011 academic year because we had the courage to support bold new recruiting initiatives.

This morning, I am thrilled to report that we have had the most successful recruiting year since 2002! Thank you to the enrollment management team and to all of you who engaged prospective students and their families in your offices or in chance sidewalk encounters. Throughout the year, I witnessed employees coming to work in the middle of the night to remove snow before an Open House, taking the time to stop and give a family directions, making phone calls “after hours,” leading Open House sessions, and giving up personal time on weekends to connect with prospective students. Your efforts made a difference! As we begin another recruitment season, we must unite together to continue those efforts - it truly takes a campus to recruit a class!

A special word of thanks should also be extended to all who have been involved in the development, recruitment, marketing and administration of our graduate degree programs. The success of this first year of implementation is most encouraging!

Indeed, we should not only celebrate, but rejoice! These goals were attained because of your commitment, creativity, and courage. Thank you for the contributions each of you made toward our common goals. Let's take a moment and recognize each other's efforts by offering a spirited round of applause!

As we approach our educational endeavors, we must always keep the focus on our primary audience—the students we invite to be a part of our educational community. Today's Messiah College students—labeled by the media as “Net Gens”—are an intriguing cohort. Understanding their characteristics compels us to think of new ways to create meaningful learning experiences. According to Time magazine reporter Amy Sullivan's analysis of one segment of the “Net Gens”¹ -young evangelicals (a description of over 2/3 of our students), they:

- Have a passion for service to others

¹ Amy Sullivan, “Young Evangelicals: Expanding Their Mission,” *Time*, June 1, 2010, www.time.com/time/nation/article/0,8599,1992463,00.html.

- Seek non-ideological and collaborative causes such as “fighting for clean water and poverty relief”
- Attend to global issues through technology and increased travel/service trip opportunities
- Hold theologically conservative beliefs, but resist being confined by political or religious classifications
- And, as we are well aware, all “Net Gens” are continuously connected to technology as a primary means of 24/7 communication. Social networking sites have made instant activism part of everyday life for Net Gens. One humorous example of the influence of social networking was the grassroots *Facebook* campaign to have the 88-year-old actress Betty White host *Saturday Night Live* following her appearance in a Super Bowl sponsored Snickers commercial, the campaign culminated in White taking the SNL stage following hundreds of thousands of fans requesting her appearance.

Immersed in technology’s immediacy, our students have been shaped by related norms such as freedom, customization, collaboration, speed and innovation, according to author Don Tapscott.² We need to understand who our students are in order to mentor them into the patience of scholarship and the pursuit of intellectual challenges. But, to effectively educate our audience, we must seek to translate what we do best into their context – into their world and that will require us to be responsive to them and to societal trends!

To enroll a full cohort of motivated first-year, transfer, and graduate students, we have taken significant steps to meet the expectations of our audience.

For example, we have:

- Assembled a campus task force comprised of students and key administrators to evaluate our social media presence and suggest ways to increase our exposure. We are also working with an external company to develop a comprehensive social media strategy including the use of *Facebook*, *YouTube*, *Foursquare*, *Twitter* and other emerging social media.
- We have established a *Facebook* presence by creating an institutional page publishing Messiah College information on student pages, directing students to our portal and social media sites, and advertising for online and graduate courses.
- Recently, we launched a smart phone app so that students’ Messiah applications are mobile and can easily travel with them via smart phone and other wireless devices.
- We are also telling the Messiah story in a way that differentiates us from other colleges.
 - Crane branding consistently sets us apart into a “category of one” – through the use of tone poems and ligatures – our communication campaign is distinctly different:
 - Web-based animations - These animations were designed to use motion and music to highlight Messiah’s educational approach to bring together ideas that at first glance seem incompatible, but when artfully combined, create powerful outcomes and help students to see anew.
 - I am sure you have noticed the addition of campus banners and marquees in academic buildings to provide information and promote the achievements of students, alumni and faculty. Take a walk down the poolside corridor in Sollenberger. We finally have a hallway of champions that conveys the excellence of our nationally recognized athletic program! This type of site marketing will help us communicate our institutional strength and vitality to everyone who visits our campus!

² Don Tapscott, *Grown Up Digital: How the Net Generation Is Changing Our World* (New York: McGraw-Hill, 2009), 74.

As we acknowledge our success, however, we must do so with eyes wide open, keeping our gaze fixed on the troubling economic realities which surround us. For example, although we exceeded our enrollment targets for this fall, we must continue this positive trend for multiple years to achieve our desired goal. [In addition, we must implement the recently completed plan for increasing First Year Student retention from 86-90% over the course of the next few years. Improving retention is essential to our goal of full enrollment.] High national unemployment means that the financial needs of our students are greater, at a time when federal and state grant aid has been declining. Although we achieved full enrollment for this Fall, the increased financial aid we needed to award will yield a more modest net tuition revenue increase than in past years.

Of course, Messiah College is not alone in experiencing the impact of flagging revenue streams. Private colleges and universities are experiencing a decline in five key revenue sources: “Family income and savings, federal support – grants and subsidized loans, state support, endowment growth and income, and alumni giving and foundation support.” Nationally, according to the National Association of College and University Business Officers’ fall 2009 survey, the combined need- and merit-based institutional aid for Fall 2009 at private colleges averaged 42-45%- an unsustainable percentage.

To cope with decreasing revenue streams, universities have taken dramatic measures to increase revenue through new program innovation. In addition, they have reduced ongoing expenses through eliminating positions, reducing benefits or revising services and programs. Messiah College has not been immune to this stressful reality. We have made difficult decisions that were painful for the individuals directly affected, and also painful for the campus community. Be assured that those of us who bear the responsibility for decision making are seeking to carefully assess and balance competing needs as we pursue the goal of long-term institutional strength for the College, including the continued provision of competitive wages and benefits for our dedicated employees.

There is not one magical solution to address these challenges; we simply must be agile enough to initiate innovative and multifaceted responses so that Messiah College will continue to be a quality institution during its second century. During the coming year and beyond, I believe that excellence, innovation and globalization will be essential to fulfilling our mission with vision and vitality.

This morning, I want to reaffirm our commitment to excellence as foundational to our vocation as a Christian college of the liberal and applied arts and sciences. Not only is this calling essential to our mission, but it is precisely what students and society need in order to be positive 21st century change agents.

THEME 1: EXCELLENCE

In turbulent economic times, many institutions seek solutions by devaluing or even excluding the liberal and applied arts and sciences in order to concentrate solely on work force preparation and skill development. However, I would argue that an excellent education rooted in the liberal and applied arts and sciences provides a foundation for personal and professional success that is key to the strength and well being of our society. Today’s college students must learn how to engage in critical thinking, analyze complex problems, generate a variety of solutions, and value diverse cultures and perspectives. At the same time, our students need to gain an understanding of the influences and forces that have historically shaped our society.

The Association of American Colleges and Universities report entitled, “College Learning for the New Global Century,” underscored the importance of a liberal education for every college student. “In an economy fueled by innovation, the capabilities developed through a liberal arts education have become

America's most valuable economic asset³.” The report summarizes the following five essential learning outcomes for this generation of students:

1. “In an era when knowledge is the key to the future, all students need the scope and depth of learning that will enable them to understand and navigate the dramatic forces – physical, cultural, economic, technological – that directly affect the quality, character, and perils of the world in which we live⁴.”
2. “In an economy where every industry... is challenged to innovate or be displaced, all students need the kind of intellectual skills and capacities that enable them to get things done in the world, at a high level of effectiveness⁵.”
3. “In a democracy that is diverse, globally engaged, and dependent on citizen responsibility, all students need an informed concern for the larger good because nothing less will renew our fractured and diminished commons⁶.”
4. “In a world of daunting complexity, all students need practice in integrating and applying their learning to challenging questions and real-world problems⁷.”
5. “In a period of relentless change, all students need the kind of education that leads them to ask not just ‘how do we get this done?’ but also “what is most worth doing?⁸”

The fifth question addresses the heart of our vocation as a Christian college of the liberal and applied arts and sciences. At Messiah, we offer students added value and meaning because our commitment to educational excellence is inextricably linked to our core faith convictions and the vocation of all believers to give their intellectual, spiritual and creative “best” to the Creator and His creation. We know that the “big questions” about life and death and purposeful living are central to undergraduate education. Contemporary writer David Foster Wallace described the gift of a liberal education when he addressed graduating seniors at Kenyon College:

*“Twenty years after my own graduation, I have come gradually to understand that the liberal-arts cliché about “teaching you how to think” is actually shorthand for a much deeper, more serious idea. The really significant education...that we’re supposed to get in a place like this isn’t really about the capacity to think, but rather about the choice of what to think about.”*⁹

Encouraging our students to engage in this type of thinking necessitates an institutional and individual commitment to academic excellence – excellence defined as the maximum development of one’s intellectual abilities. For a Messiah College education to be high quality, it must be intellectually demanding, appropriately developmental and characterized by high expectations. It should help students make connections across academic courses and in-class and out-of-class learning experiences. Excellence does not assume that we need to spend more dollars – rather, excellence assumes that we will use our creative and critical thinking skills to make strategic choices about how to provide a quality education in our given context.

The most recent result of the nationally normed assessment instrument Student Satisfaction Survey indicates that Messiah College students perceive their college experience to be marked by intellectual

³ National Council for Liberal Education and America’s Promise, “College Learning for the New Global Century” (report published by the Association of American Colleges and Universities, Washington, DC, 2007), www.aacu.org/leap/documents/GlobalCentury_final.pdf.

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ David Foster Wallace, "David Foster Wallace on Life and Work," *Wall Street Journal*, New York City, 19 Sept. 2008, W14, online.wsj.com/article/NA_WSJ_PUB:SB122178211966454607.html.

growth and quality instruction. Our faculty and educators are to be congratulated for fostering this climate of excellence.

As we inaugurate this academic year and renew our commitment to excellence in the liberal and applied arts and sciences – we will continue to demand the best of ourselves and our students. Institutionally, we remain committed to providing support for professional development and research along with assistance for students and faculty who desire to pursue prestigious fellowships and scholarly recognitions. Messiah College must be an institution which actively seeks to nurture the life of the mind for students, faculty and staff.

Of course, higher education is rarely static and that is also true of Messiah College. To adequately prepare our students for a global, highly competitive world, we must be nimble and responsive to new ideas as we seek to meet relevant needs. We must become innovative.

THEME 2: INNOVATION

Toward this end, we need to create and value a campus culture that embraces possibility – a culture that synergizes the imagination and thinking of every student and employee.

In the volume, “The Art of Possibility,” Benjamin and Rosamund Stone-Zander suggested that, “*We see a map of the world, not the world itself.*”¹⁰ The Zanders illustrated this point by citing a familiar anecdote about Pablo Picasso’s interaction with a fellow traveler. “While on the train, a man asked the artist why he did not paint people ‘the way they really are.’ Picasso asked what he meant by those words. The man opened his wallet and removed a snapshot of his wife, saying, ‘That’s my wife.’ Picasso responded with an illustrative question, ‘isn’t she rather small and flat?’”¹¹

As a community, we need to examine whether some of our historic fixed perceptions cause us to see our immediate world as two dimensional and flat rather than multi-dimensional and fully-formed. The Zanders argued that our way of seeing the world is merely “invented” so we must be willing to embrace the art of possibility and explore questions, ideas and programs and structures which are not limited by past conceptions.

I know that many of you are thinking that you already feel stretched to the limit by your current responsibilities and talk of innovation or thinking about possibility is not very welcome. Please understand that I am not suggesting that we increase workloads, instead, we need to focus our energies on institutional priorities and build in opportunities for creative thinking about how to do our work differently, including possibly eliminating some of our current tasks or elements of current programs.

Now is the time for Messiah College to move beyond our fixed perceptions and welcome innovation fueled by inspired creativity and careful planning! Nobel prize-winning physicist Albert Einstein described the value of creative thinking when he wrote: “*Imagination is more important than knowledge. For while knowledge defines all we currently know and understand, imagination points to all we might yet discover and create.*”

Too often, we try to imagine possibilities circumscribed by the limitations of the present knowledge and context. In higher education, as with other sectors, this often involves benchmarking with peer institutions, a helpful exercise, but one that can lead to a perpetual and resource-draining state of competition.

¹⁰ Benjamin Zander and Rosamund Stone Zander, *The Art of Possibility: Transforming Professional and Personal Life* (New York: Penguin Group, 2000), 11.

¹¹ Ibid.

In their book, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*, professors W. Chan Kim and Renée Mauborgne contend that while most companies or institutions battle in the “red oceans” of competition (defined as the established realms of ideas), they should, instead, redirect some of that energy toward opening up new oceans of innovation.¹²

Take the example of Cirque du Soleil, which was launched by street performers in 1984 during a time when the circus industry was beset by flagging profits. Rather than compete with the circus, however, Cirque du Soleil sought to offer something new—“the fun and thrill of the circus *and* the intellectual sophistication and artistic richness of the theater¹³ . . .” In the reengineering process, Cirque du Soleil practiced “value innovation” which happens when institutions or companies decrease costs and improve quality to create an increase in value for their audience.¹⁴

Cirque du Soleil reduced costs by omitting “solo” oriented star performers, animal shows, concessions, and multiple rings. And, at the same time, they created a new market by adding elements that were completely novel to their industry: use of a narrative theme and the addition of artistic music and dance.¹⁵ Of course, Messiah College is neither an investor-driven business nor a circus (at least not most of the time!), but Cirque de Soleil’s example is worthy of our consideration. How might Messiah College open up “blue oceans” of opportunity by attempting endeavors that are novel to our sector of Christian higher education? Whether it is designing three-year baccalaureate degrees, utilizing social media as a means of course delivery or creative pedagogy, developing unique partnerships with churches and businesses or social agencies, or even acquiring other colleges or their specific programs – what might we dream of doing that is mission centric, unique, and relevant?!

A recent monograph entitled “21st Century Trends in Higher Education¹⁶” outlined some of the emerging trends we need to consider as we contemplate innovative endeavors:

- The first trend is technical and information literacy – a critical priority in a media saturated society!
 - Because technology is central to campus life, many colleges and universities are developing strategic and financial planning processes that prioritize sustainable technology and support the efforts of libraries and technology departments who collaborate to provide literacy education.¹⁷
 - The upcoming ITS review to be led by Gene Spencer Consulting and Assistant Provost Bill Strausbaugh is designed to insure that our institution is ready to effectively meet the growing demands for information access and the rapid pace of technological change.
- The second trend is the “greening” of higher education – From reducing electricity use and green house gases to recycling technological waste of outdated computers to “green” building techniques, colleges and universities are prioritizing “green” efforts as a means of both stewardship and cost savings.¹⁸

¹² W. Chan Kim and Renée Mauborgne, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant* (Boston: Harvard Business School Press), 2005.

¹³ Ibid, 14.

¹⁴ Ibid, 17.

¹⁵ Ibid, 14 – 15.

¹⁶ Tracey Wilen-Daugenti and Alva Grace R. McKee, “21st Century Trends for Higher Education: Top Trends 2008-2009,” Cisco ISBG, 2008.

¹⁷ Ibid, 3 - 8.

¹⁸ Ibid, 9.

In addition to recycling, replanting trees and reducing our carbon footprint, Craig Dalen will be leading Messiah's sustainability initiative as we seek to fulfill the objectives of the Association of American Colleges and Universities President's Climate Commitment, with the goal of making our campus more climate neutral. This fall, we launched a new interdisciplinary, undergraduate Sustainability Studies major in response to student interest, societal needs and a desire to model faithful stewardship.

- The third trend is the globalization of higher education. With more than 100 million global college-aged students, the demand for higher education is rapidly increasing. In addition, international connections allow students to gain valuable cross-cultural experience that is essential to their future personal and professional development.¹⁹

In light of these trends and others, for Messiah College to become more innovative, we will need to work outside the boundaries of some of our traditional structures and promote a willingness to collaborate across disciplines and departments.

As a company, Google is one model of an organizational culture of exploration based on a list of innovation principles. I propose that we adopt four of these principles for Messiah College:

- “Innovation, not instant perfection.”²⁰ Google experiments and launches products early, then continues to refine and reinvent. We need to be willing to experiment, even if we fail!
- “Ideas come from everywhere.”²¹—An organization needs to make sure everyone can contribute ideas. The Generative Thinking team, which has been recently enhanced by the addition of two faculty representatives, serves as the key brainstorming engine for creative program development. I have also asked the Vice Presidents and the Provost to solicit ideas from their divisions, and find ways to structurally include more voices into idea generating conversations.
- “Morph projects don't kill them.”²² Even if an idea does not succeed, it often contains the seed of an idea that can be integrated into another project. As we hold department meetings across campus, conversations about future initiatives need to be framed by positive forward thinking.
- “Share as much information as you can - across the organization.”²³ Toward that end, I will continue the practice of providing frequent campus updates and scheduling campus forums so that our community is appropriately informed.

In this spirit, let me share with you just a few of the steps we are taking toward the development of innovating programming.

- A campus task force has designed a proposal for the Masters in Higher Education that includes a common core and specialized emphases including sports management, institutional advancement and leadership.
- The possibility of developing a Speech Pathology and Audiology undergraduate major is being investigated because this type of program is offered by only a few Christian colleges and is available at only one other university in the central Pennsylvania region.
- Last spring, we approved a new 3-year bachelor/2-year master's degree Program in Occupational Therapy with Thomas Jefferson University – and – we are now pursuing joint programs with the

¹⁹ Ibid, 2.

²⁰ Chuck Salter, “Marissa Mayer’s 9 Principles of Innovation: Google’s VP of search products and user experience shares the rules that give the search company its innovative edge,” *Fast Company*, February 19, 2008, www.fastcompany.com/article/marissa-mayer039s-9-principles-innovation.

²¹ Ibid.

²² Ibid.

²³ Ibid.

University of Sciences in Occupational Therapy and Pharmacy. These partnerships will allow us to recruit students who are interested in pursuing “high demand” health related majors.

- And, under the guidance of the Provost and Deans, we are designing new undergraduate majors specifically linked to the potential for increased enrollment while simultaneously meeting critical needs of the Church and society. Two such programs are: Digital Media Studies, and Chinese Studies.
- After we complete the institutional technology review, we should explore distance learning possibilities beyond summer school and graduate programs. Some possibilities include:
 - Extending Messiah’s classroom to capable high school students who currently look to community colleges for college course work
 - Exploring collaborative efforts between our faculty and students at regional colleges and international universities. For example, I am aware of three colleges who are sharing a professor of Arabic languages, an appointment made possible by shared technology

THEME 3: GLOBALIZATION

Excellence and innovation involve looking beyond the limits of present accomplishments to what we might yet dream of together. In a similar way, a commitment to globalization requires that we look beyond our national borders to enrich every student’s education and extend our hospitality through engagement with the world. At Messiah College, we must prioritize our globalization efforts so that every student graduates fully prepared for the demands and the responsibilities of citizenship in our complex, interconnected 21st century world.

When I contemplate the life-changing connections a global education facilitates, I think of the influence of many alumni, including our 2010 Commencement speaker, Dr. Phil Thuma. After he and his wife, Elaine, volunteered in Africa and witnessed scores of children suffering and dying from malaria, Dr. Thuma’s decided to pursue education in pediatrics. For the past 20 years, he and his colleagues have made significant strides toward eradicating malaria in that region.

But the story doesn’t end there. Because Dr. Thuma is also an adjunct faculty member, he has helped to inspire in many Messiah College students to service and involvement with global health concerns. Kevin Driver, Class of 2003, studied with Dr. Thuma at Macha Hospital in Zambia where he encountered both the challenges and rewards of treating global diseases. Kevin is currently a cardiology fellow at the University of Virginia looking to bring the understanding he gained from his international experience to his future medical practice. And the story continues.

Dr. Kevin Driver’s profile on the College Honors Program website inspired current Messiah College international student, Jonathan Lorgunpai to consider enrolling at an institution that provided excellent preparation for medical school and offered the opportunity to connect Christian faith with academic learning. As a college student, Jonathan has served as a translator for a medical mission organization in Thailand and hopes to one day return to his home country to practice medicine and share Christ’s love by caring for the physical needs of others. This story of global connections speaks to the unanticipated ripple effect of international encounters and engagement.

Pursuing globalization and valuing diversity is central to our educational mission as a Christian college of excellence. The foundational section of Messiah College’s Diversity Plan, which was developed by the Provost and a campus faculty task force, states:

“Diversity is both a theological and educational mandate. Fulfilling our educational mission in the 21st century requires us to engage diversity in a manner that fully prepares students for “service, leadership, and reconciliation” in church and society. Our commitments to Christian faithfulness and academic excellence provide inspiration

for the challenging work of reconciliation and justice.”

As a College, our desire for educational excellence requires that we provide an inclusive academic experience for all of our students. Dr. Bernardo Michael, Special Assistant to the President and Provost for Diversity Affairs, will be giving oversight to the implementation of the Diversity Plan including the establishment of goals for diversity and international programming and the implementation of new strategies to recruit and retain employees from diverse domestic and international populations.

Messiah has already demonstrated a robust commitment to globalization by establishing nationally recognized Study Abroad programs and allocating resources to recruit international students and faculty. The Collaboratory and Agape Center continue to facilitate opportunities for students to serve others throughout the world by sharing the knowledge gained from academic disciplines and contextual experiences. And, increasingly, Messiah students and faculty from across campus are forming partnerships with international colleagues, such as the collaborations between our nursing faculty and professors from Chiang Mai Thailand and our business and social science faculty with Ede Christian University of the Netherlands.

In addition to supporting these initiatives, we need to increase the international student recruitment goal from 3 to 5% of the total Messiah student population. We pursue this goal within the broader context of burgeoning international student enrollments throughout our nation. The July 8, 2010 issue of *The Chronicle of Higher Education* reported that even with economic instability, the number of international students enrolling in U.S. colleges is steadily increasing. In the fall of 2009, foreign enrollments grew by 3 percent to 586,000.²⁴

Next spring, I will be traveling with Enrollment Management colleagues to discuss the formation of a unique partnership between Messiah College and institutions located in the Pacific Rim as key sources for prospective students. We're specifically reaching out to students in this region because we already have strong alumni and parent connections there. Messiah College has a strategic opportunity to be one of the first Christian colleges to build an on-going partnership in this region.

At my request, the Provost will be working with colleagues to develop a proposal for increasing the number of Messiah student and faculty Fulbright scholarship applicants, along with other internationally focused awards. Successfully increasing these numbers will make an important statement about Messiah's educational excellence and global perspective.

During the week of November 15-19, our campus community will join together to recognize worldwide International Education Week. Special events include a performance by the Mwamba Children's Choir, speakers from Harvard's Kennedy School of Government and Mennonite Central Committee and the screening of documentary films.

As a Christ-centered academic community committed to welcoming students and colleagues from across the globe, our efforts toward campus globalization flow from our intrinsic valuing of distinct persons and cultures. Therefore, we must faithfully seek to live out our commitment to hospitality, knowing that we will experience ongoing renewal because of the diverse relationships we enjoy.

Conclusion:

To fulfill our mission in the 21st Century, we must nurture our capacity to see anew, while steadfastly affirming our core convictions and preparing for the future by concentrating on excellence, innovation,

²⁴ Karin Fischer, "Foreign-Student Enrollment in U.S. Rises Despite Global Recession," *Chronicle of Higher Education* (July 8, 2010), chronicle.com/article/Foreign-Student-Enrollments-in/66214/.

and globalization. In the midst of a world constantly vibrating from the throes of competition and change, Messiah College is moving forward with confidence and courage!

If I need any reminder of how quickly things change, I only have to remember the era into which our daughter, Brooke a first year college student, was born just 18 short years ago. In 1992, we did not have digital cameras or civilian use of GPS. Gas cost approximately \$1/gallon. A “social networking site” probably referred to the local shopping mall. The only “Facebook” Messiah College students utilized was printed on 8-1/2 X 11” paper. Most folks had only heard of the “Internet.” People actually expected Maxwell House when they ordered coffee at a coffee shop. Bill Clinton was elected president of the United States.

Last week, as Brooke began her college career, she did so during the tenure of our nation’s first African American president. Many of us found that our family relationships were actually preserved by the use of the GPS during summer vacation, the Internet dominates much of our daily lives and Caramel Macchiato is a part of the common coffee vernacular. Brooke has grown and changed in many wonderful ways, but, I must confess that I haven’t always understood her immersion in technology or her unrealistic expectation for immediacy. But, as Kelly and I helped her move into her residence hall, I was keenly aware that through all the changes of the past eighteen years, our faith, our love and our hope for Brooke has remained constant and will continue to do so, even as we adapt to change so that Brooke will be prepared to thrive in turbulent times.

In a similar way, Messiah College’s mission and purpose remains constant as we adapt to change so that our students will be well-equipped for the future. Messiah College remains deeply committed to academic excellence as we thoughtfully and proactively respond to the current needs of our students, Church and society. Together, we welcome this challenge with a spirit of hope and optimism. And perhaps, if we look for the possibilities, we will be able to see anew and discover a richer and more multi-faceted understanding of our mission.

Harvard Business School Professor Rosabeth Moss Kanter wrote these words: *“A vision is not just a picture of what could be: it is an appeal to our better selves, a call to become something more.”* May we embrace the opportunities that the new academic year will provide for us individually and corporately to become “something more.” In this sacred calling to educate future leaders, servants, and reconcilers, I count it a privilege to work alongside each one of you. May the 2010-2011 academic year truly be a season of possibility for the Messiah community to see anew!