

Anderson University 2004 – 2008

Academic and Christian Discovery

A Statement of Vision for the Future

Our vision is for Anderson University to become the university of choice among students seeking a quality education from a Christian faith perspective within a Christian environment. We will strive to be faithful to the foundations of the church, and to the integrity of academic and Christian discovery. Our goal is to educate persons who are growing in devotion to God's call upon their lives, and to support their development as exceptional servant leaders in the church and society.

The Mission of Anderson University

The mission of Anderson University is to educate persons for a life of faith and service in the church and society.

Established and sustained within the free and open traditions of the Church of God, this university is committed to being a teaching-learning community of the highest order, engaged in the pursuit of truth from a Christian faith perspective.

We intend to graduate persons with a global perspective who are competent, caring, creative, generous persons of character and potential.

We will build those quality programs that will enable each member of the university to become stronger in body, mind, and spirit, to experience what it means to love God and neighbor, and to adopt Christ-like servant ways in all of life.

Commitments of Leadership to the Future (Board of Trustees, Executive Staff)

We are committed to the development of the whole person, mind, body, and spirit, within a community of a distinctly Christian lifestyle, values, and relationships.

We will be students of the Scriptures and will seek to be mentored in a growing and learning environment of accountability, respect, and integrity. The hard requirements of love, forgiveness, and reconciliation seen in the life and teachings of Jesus will be our example.

We will carry the expectation and the burden that all the academic disciplines provide opportunity to learn about faith and a Christian world view.

We will stretch those who are tied to unexamined faith traditions, and offer an anchor of faith to those who seek a foundation for life.

We will commit ourselves to excellence that will stand the test of the academy in the disciplines of learning, and in the measure of grace that judges our relationships.

We will commit ourselves to a courageous vision that moves us to change beyond our comforts for the sake of the mission that guides and measures all our strategic decisions.

We will trust one another in a leadership context that inspires loyalty and supports personal development for all--teachers, students, administrators and staff, trustees, alumni, supporters, parents and colleagues in the world we share. We respectfully include in our world of mutual concerns the local and global community, the church, academia and the broader society.

We will know we are strengthening our effectiveness when we improve graduation rates; attract greater numbers of gifted and highly committed students from our supporting church and the wider faith community; strengthen our financial resources and foundations; and add to available resources for better salaries, funded scholarships, improved facilities and technologies, and the flexibility to add or remove programs based on issues of need, quality, and mission.

We will develop a broader scope and leadership of governance through continued strengthening and diversifying of our Board of Trustees to reflect our constituency among students and donors, and outreach goals.

We will manage leadership transitions across the faculty and staff with thoughtful and timely planning, and with the view that with each change, we will strengthen both the opportunities and the effectiveness of this mission.

Strategic Initiatives and Objectives 2004-2008 With Agenda Items for 2006-07

Initiative One – **To develop a nationally recognized academic program centered in faith and learning that excels in teaching and learning both at the undergraduate and graduate levels.**

Our objectives are:

Objective 1 - To strengthen the academic profile of the university.

We will reinforce our strength as a teaching institution by creating a vibrant and rigorous learning environment, by offering a wide range of learning experiences, and promoting strong mentoring relationships between faculty and students.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To continue efforts to build a sense of community among faculty through all-faculty meetings in August 2006 and January 2007.
2. To work at understanding how the Seven Principles of Good Practice can inform and improve the classroom experience for faculty and students.
3. To explore areas of growth within existing academic programs.
4. To prepare for the full integration of the Flagship Educational Center into the academic program in 2007-2008.
5. To continue efforts of outreach activities in the Indianapolis area, e.g., Tindley School relationship; Academy of Finance for SW Hamilton County H.S. students.

Objective 2 - To continue building a strong faculty.

We will reward and resource faculty efforts to improve teaching, to engage students as mentors and advisers, and to participate in scholarly and artistic activity. We will develop plans to recruit high quality, diverse faculty in light of the large number of projected retirements. We will work to achieve parity in faculty compensation with median institutions within our peer benchmark group.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To attract qualified faculty to the Lilly Endowment supported Distinguished Faculty program.
2. To study effect of salary increase initiative for full and associate professors for 2006-2007 salaries toward end of spring term.
3. To seek to hire minority faculty members.

Objective 3 - To strengthen the faith and learning commitment on the part of faculty. Address what it means “to pursue truth from a Christian faith perspective.”

We understand that if we are to be true to our mission, we must always be sensitive to issues of how faith and learning intersect in our varying disciplines. Out of our Church of God heritage, we will address the questions: 1) How will a student at Anderson University know this to be a faith-based institution? 2) How will students know that the faculty who engage them in class are committed both to their academic disciplines and to an active, vital Christian faith journey?

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To continue to embrace faith/learning issues in all-faculty forums such as the forum on January 8, 2007.
2. To revise course/instructor assessment instrument to reflect need for addressing faith and learning issues.

Objective 4 - To be more intentional in preparing students for service to the church and in a global community.

We will be recognized within the Church of God and other churches as an institution within which persons who wish to serve the church can receive superb preparation.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To continue dialogue with departments to create and enhance majors that are important for young people who wish to serve in the Church of God and other churches.
2. To develop formal support of the AU-East Africa project through Tri-S.

Objective 5 - To create an honors program to provide a high-level curriculum of core undergraduate studies for gifted learners.

We will be the kind of institution that gifted learners will want to attend for the purpose of intellectual challenge and for preparation for jobs and post-graduate educational opportunities.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To integrate the first cohort of honors students into the campus and recruit the second cohort for the fall of 2007.

Objective 6 - To advance educational delivery by providing faculty and students with technologically superior tools and learning environments.

We provide superior digital technologies to enhance the learning experiences in the classroom, library, and open spaces.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To complete the process of providing digital classroom technologies to all regularly used classrooms and laboratories.
2. To insure that future budgets contain resources to replace equipment in a timely fashion.

Objective 7 – Prepare for the visit of the Higher Learning Commission in 2008-2009.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To begin the process of self-analysis and evaluation, leading to a self-study document for the Higher Learning Commissions.
2. To appoint self-study director and committees, and begin committee work.

Objective 8 - To develop a plan for the recruitment of faculty for the School of Theology.

We will seek to advertise, interview, and employ two qualified candidates for the position of Christian Theology/History, and Biblical Studies by May 2007.

Responsibility: David Sebastian

Agenda for 2006-07

1. To interview for Theology/History/ professor fall of 2006.
2. To interview Biblical Studies Professor spring of 2007.

Initiative Two – To continue a course of managed enrollment growth across all undergraduate and graduate programs; defined by the raising of the academic profile, strengthening of student representation from our sponsoring church, expanding diversity, and improving student retention.

Our objectives are:

Objective 1 - To increase scholarship assistance for undergraduate students.

We will increase scholarship assistance to support strengthening of the academic profile, to financially assist students from our sponsoring church, and to increase levels of minority and international student representation. We must identify new sources of financial aid for students and distribute that aid in innovative and fiscally responsible ways. We plan to strengthen merit and church scholarships primarily by increasing “funded” resources to lessen the financial impact on the operational budget.

Responsibility: Michael Collette

Agenda for 2006-07

1. To engage Skannell & Kurz to assess the effectiveness of awarding parameters for 2006.
2. To establish student aid and award parameters based on institutional enrollment goals and desired improvement in net tuition revenue.

Objective 2 - To develop marketing and recruitment programs to support our academic programs of distinction.

We will develop new recruitment campaigns specifically tailored for the six academic programs of academic distinction. These new recruitment programs will be supported through new publications and advertising strategies. Additionally, we will develop a new student search and direct mail campaigns to support this effort.

Responsibility: Michael Collette

Agenda for 2006-07

1. To develop new marketing strategies for a third and fourth academic program of distinction for implementation in 2007-2008.
2. To support the development of the Business Boot Camp targeted toward high school juniors for implementation Summer 2007.
3. To support the development of the Music-Business Boot Camp targeted toward high school juniors for implementation Summer 2007.

Objective 3 - To increase the size of the applicant pool to provide greater options for selectivity.

We will increase the number of prospects, inquiries, and applications in an effort to continue undergraduate enrollment growth; at the same time, we will further shaping the student mix and strengthening our academic profile.

Responsibility: Michael Collette

Agenda for 2006-07

1. To revise geographic territories to focus on primary area and target metro areas, with emphasis on key high school and church contacts.
2. To improve visitor contact, to include confirmation and follow-up mailings to parents and students.
3. To implement Exact Target series of emails to supplement application mailings.
4. To revise telemarketing efforts to include email support and add program directed at freshmen and sophomores.
5. To finalize communication flow with integration of direct mail and email.
6. To develop application completion strategy focused on missing items as well as on-line in-process.
7. To develop comprehensive parents communication flow.
8. To develop website to include student blog, virtual tour, and admitted student section.
9. To develop "Making the Case for Christian Higher Education" tools for counselors to use in various settings.
10. To explore new web and print marketing opportunities.
11. To improve upon customer service concepts across the entire Admissions team.

Objective 4 - To develop strong alumni-based recruitment programs.

We will create an alumni recruitment and marketing network designed to give alumni the opportunity to assist the university as an extension of its comprehensive student recruitment and admissions program. Through this program, alumni recruitment committees in various cities around the country will identify prospective students, staff college fairs, and college nights in local schools; contact students (in some cities); and plan events for prospective, admitted, and current students. We will initially create five areas of assistance including: college fairs, prospective student receptions, career focused programming, church and youth group visits, and telecounseling.

Responsibility: Michael Collette and Robert Coffman

Agenda for 2006-07

1. To identify and train 10-20 alumni recruitment volunteers in key geographic areas.
2. To target emails from the alumni office to admitted students.
3. To create alumni receptions for alumni families on SOAR weekends.
4. To develop a "Parent's Council Blog".
5. To develop regional alumni recruitment events.

Objective 5 - To strengthen both freshmen and continuing student retention.

We will increase the retention of students through aggressive programming. We will evaluate and continually improve the first-year, mentoring, and academic advising programs. Additionally, we will expand academic support services for students, particularly for students of high risk.

Responsibility: Michael Collette

Agenda for 2006-07

1. To initiate several activities involving student life, academics and athletics to intervene in the lives of high risk freshmen, especially those who have not declared a major in spring semester of 2007.

Objective 6 - To increase Church of God representation to 35 percent of the entering class by 2008.

We will continue to increase the enrollment of students from our sponsoring church. We will work with the Church Ministries Council to identify all high school youth involved in church youth programs. We aspire to continue to be the comprehensive flagship university for the Church of God movement.

Responsibility: Michael Collette

Agenda for 2006-07

1. To follow up on IYC student list and leader contact.
2. To develop an enrollment network within CMA churches.
3. To continue to expand the active church network base within the Major Church Initiative.
4. To expand the "Seeing is Believing" program.
5. To expand the number of participants in the "Seize the Day" program.

Objective 7 - To increase the School of Theology headcount 50 percent by 2008 [to 185 students]

We will work with the Director of Seminary Advancement to create an effective means to increase Seminary enrollment across all degree programs.

Responsibility: David Sebastian

Agenda for 2006-07

1. To attend regional Church of God pastor gatherings within the Midwest, such as Central States, Camp Meetings and the National Convention (determined annually).
2. To target direct mail and marketing efforts toward student segments deemed to have the greatest potential for Seminary study.
3. To increase the seminary's visibility on the Internet.
4. To increase e-mail contacts with prospective students.
5. To implement more campus visit days.
6. To build alumni and church networks regarding inquiries of prospective students for the School of Theology.
7. To more systematically inform Anderson University undergraduates about study at the Seminary.
8. To focus marketing and recruiting toward Church of God pastors for the Online Masters.
9. To increase the visibility of Online Masters through Internet and print media.

Objective 8 – To better leverage athletics recruiting as an intentional means to raise the academic profile of the student body and expand diversity.

Responsibility: Carl Caldwell & Michael Collette

Agenda for 2006-07

1. To design and implement training programs to strengthen athletic recruiting.

Initiative Three – To strengthen the financial base of the university to enable support of the educational mission, students, and the strategic plan.

Our objectives are:

Objective 1 - To develop a dynamic and comprehensive fundraising campaign and launch the public phase in the fall of 2006.

We will identify the key annual, capital, and endowment needs for resources that will enable the institution to achieve its mission. We will do this by seeking the input of institutional leadership and the areas and departments they represent. Further, we will conduct a thorough feasibility study to assess the support of key constituents for these projects, and the potential for obtaining the financial resources necessary to fund the priorities that are identified.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To create compelling campaign case statement.
2. To create compelling campaign DVD.
3. To host key donors and other key university constituents at event to publicly launch campaign efforts.

4. To utilize print, broadcast and electronic media to generate knowledge of and enthusiasm for campaign.
5. To convene a campaign cabinet and campaign advisory commission comprised of key leaders among alumni, friends, church, civic and business constituents.
6. To develop and launch a high-quality campaign website.

Objective 2 - To grow the unrestricted giving fund by five (5) percent per year.

We will bring a new focus to the development of programs designed to encourage and procure unrestricted gifts. Current and new staff members will be given responsibility for strategic individual resource development for unrestricted annual purposes. These efforts will be supported by expanded programming among alumni, parents, and others.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To create matching incentives for increased gifts to annual fund effort.
2. To expand the contact list for the Tele-Touch program.

Objective 3 - To increase annual alumni donor participation to 25 percent.

The percentage of alumni who financially support Anderson University in any one year has remained fairly consistent at the 17 percent to 20 percent range. We will develop new programs to reach out to alumni to strengthen the ties between them and the institution by providing services and programs that offer real value to these constituents. In addition, we will develop programs that encourage a habit of giving before students leave the campus, and make specific staff assignments to cultivate relationships with younger alumni, the group whose percentage of giving is consistently the lowest.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To target matching gift incentives at constituents with historically low donor participation rates.
2. To develop first-year follow-up cultivation program for 2006 graduates.
3. To expand alumni event programming to engage larger number of constituents.

Objective 4 - To increase the annual operating contingency from one (1) percent to three (3) percent by 2014.

In our multi-year budgeting process, we will increase the annual contingency to a level which will serve as a reasonable reserve against unforeseen revenue shortfalls or expense over runs in the operating budget.

Responsibility: Sena Landey

Agenda for 2006-07

1. To increase contingency annually by a minimum of \$150,000.

Objective 5 - To continue the commitment to “restore the equity” plan for the endowment.

Through a combined effort of committing unrestricted funds from trust proceeds, allocated operating surpluses, designated unrestricted transfers and annual market growth of our endowment investments, we will restore the endowment investment to its original book value.

Responsibility: Sena Landey

Agenda for 2006-07

1. To designate trust proceeds to be designated to endowment.
2. To develop annual report of progress made toward restoration.

Objective 6 - To continue commitment to debt service reduction as a percentage of the operating budget.

We recognize that carrying debt service above a recommended level can detract from our ability to support the educational activities of the institution. We will commit to a plan to reduce the debt service as a percentage of the operating budget to a benchmark level of no more than five (5) percent by the year 2008.

Responsibility: Sena Landey

Agenda for 2006-07

1. To meet goal in 2007.

Objective 7 - To implement a review of university processes for the purpose of developing more effective and efficient operations.

We will demonstrate good stewardship in our use of institutional resources, and focus on user satisfaction by ensuring that university processes are both effective and efficient. Any resources recovered will be used to accomplish the objectives outlined and prioritized within the strategic plan.

Responsibility: Sena Landey

Agenda for 2006-07

1. To retain the services of an outside person to assist with planning and implementation of the review and analysis process.
2. To clarify the goal and communicate the intent of the objective to the campus community.
3. To form a team of persons who will work on this initiative.
4. To convene the team for training, teambuilding, and planning.
5. To begin implementation of the plan.

Objective 8 - To enhance the five-year budget with additional planning for expenditure needs in facilities, equipment, technology, wages and benefits, and other needs identified in the planning process. Evaluate sources and uses of resources over a multi-year plan.

The five-year budget will be comprehensive in scope and will incorporate revenue and expenditure projections from various sources. Further evaluation of the five-year budget will be done to determine if the priorities of the strategic plan are adequately provided for in the budget.

Responsibility: Sena Landey

Agenda for 2006-07

1. To finalize facilities projection for 5 years.
2. To finalize technology projection for 3 years.
3. To incorporate any additional benchmark wage or benefit adjustments remaining.

Objective 9 - To establish financial ratio benchmark goals and a plan for the achievement of those goals.

We will maintain operations within the Department of Education's ratio benchmark of 1.5 or greater. In addition, we will use Higher Learning Commission ratios and benchmark institutions in setting goals.

Responsibility: Sena Landey

Agenda for 2006-07

1. To develop dashboard for presentation to trustees annually
2. To develop internal statistical reporting format.

Objective 10 - To increase resources through the annual fund and endowment to support the following efforts in the School of Theology:

- endowed scholarships
- one endowed chair
- special building, equipment, and technological needs

We will work with the Vice President for Advancement and the Director of Seminary Advancement, to develop a plan to increase the flow of resources to support the mission of the Anderson University School of Theology.

Responsibility: David Sebastian

Agenda for 2006-07

1. To meet with Vice President for Advancement to identify a possible donor for a chair in historical theology or biblical preaching by spring of 2007.
2. To invite new potential donors to fall Founders Day for student scholarship promotion.
3. To work with Vice President and Treasurer to develop a refined building needs list for summer of 2007.
4. To finish phase II of York Seminary Village by summer of 2007.

Initiative Four - To attract, retain, develop, and reward competent faculty and staff who are gifted, committed, and able to advance with the mission of the university.

Our objectives are:

Objective 1 - To establish benchmarks for use in budgeting salaries and benefit levels. Reach benchmark targets by 2010.

We will attract competent, prepared faculty and staff in a competitive environment. To that end, we will seek to compensate faculty and staff fairly as compared with our benchmark institutions.

Responsibility: Sena Landey and Carl Caldwell

Agenda for 2006-07

1. To study effect of the salary increase initiative for full and associate professors for 2006-2007 salaries toward end of spring term of 2007.
2. To continue annual updating of staff benchmarks with CUPA, CCCU and MHET.
3. To compare salaries against benchmarks. Target minimum 90% of benchmark assuming job description comparability. Budget for any shortfalls.

Objective 2 - To support faculty by providing financial resources for educational and professional opportunities, and other educational delivery training needs.

We will assist faculty to maintain the critical edge they need to stay abreast of changes in how their disciplines can most effectively be taught to students from diverse backgrounds.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To continue to use endowed fund proceeds to support faculty for professional development, including sabbatical leaves.

Objective 3 - To support staff with financial resources for training, educational, and professional development needs.

We will commit adequate funding to support the training needs of staff in an effort to ensure they are equipped with the contemporary tools and knowledge needed to do their work.

Responsibility: Sena Landey

Agenda for 2006-07

1. To develop goal for per person training funds to be allocated.
2. To centralize training for support staff.

Objective 4 - To embrace a corporate culture that values the abilities and interests of persons from diverse backgrounds.

We understand the many ways diversity enhances and is required for a vibrant learning environment. We will commit time and resources to finding ways to expand the diversity of our faculty and staff. We will commit time and resources toward becoming an inclusive community.

*Responsibility: Sena Landey, Carl Caldwell
and Brent Baker*

Agenda for 2006-07

1. To use Diversity Committee to hear and understand the needs of under-represented groups within the AU community.
2. To hold an all-faculty and staff development opportunity in April 2007.
3. To develop webpage for Diversity Committee.
4. To develop means for connecting committee with student diversity activities.

Objective 5 - To explore means and ways to appropriately assess, reward, and recognize exceptional performance of faculty and staff.

We understand that people are our greatest asset, and we will seek to express and reinforce this belief with faculty and staff employees. We will find ways to acknowledge exceptional performance in service to our various constituencies.

Responsibility: Sena Landey and Carl Caldwell

Agenda for 2006-07

1. To create a new course/instructor evaluation instrument that will better reflect the educational and ethos values that we feel must be occurring in classes.
2. To empower compensation committee to study the issue and make suggestions for appropriate assessment, rewarding and recognizing of performance.

Objective 6 – To develop a comprehensive, institution-wide risk management program.

We understand that protection of life and property is of paramount importance, and will develop the plans and procedures which insure this priority is reflected in all we do.

Responsibility: Sena Landey

Agenda for 2006-07

1. To retain external counsel to advise on development of a comprehensive plan.

Initiative Five - To provide and maintain quality facilities and equipment for an effective living and learning environment.

Our objectives are:

Objective 1 – To prioritize and plan for the implementation of the Master Plan.

We will support the instructional, administrative, and auxiliary activities of the institution with facilities that are well maintained and adequate in number and size. We will continue to evaluate properties adjacent to the campus to determine the strategic importance of acquiring them for future use.

Responsibility: Sena Landey

Agenda for 2006-07

1. To meet with architect to update the master plan of October 2000.
2. To identify appropriate location for university center and communication/performing arts center.
3. To allocate spaces that are open to highest and best uses.

Objective 2 - Through the effectiveness of administrative services, to provide faculty, staff and students with leading-edge equipment and resourced support and to fully optimize through this technology the delivery of educational learning.

We will maintain and augment the technological infrastructure for the enhancement of teaching and learning, to support the delivery of services, administrative functions and financial activities, and to stay abreast of advances in technology. We will provide coordinated and integrated information technology and network services that are monitored for performance, capacity, and reliability. We will complete the migration to new administrative systems which will better support institutional initiatives and objectives.

Responsibility: Michael Collette

Agenda for 2006-07

1. To increase pedagogical support and technology services to assist faculty in applying information technology to enhance teaching and learning.
2. To expand access to digital library resources and on-line scholarly materials.
3. To continue strengthening instructional facilities on all campus locations (i.e. Exit 22), including student and instructional computer labs.
4. To assess available ERP products and outline implications of each for the institution.
5. To create an internal user group to improve communication and project planning.
6. To determine feasibility of the future convergence of voice, data, and video.
7. To provide support for critical functions outside regular business hours.
8. To acquire necessary emergency power, data back-up and fire-suppression systems to protect against interruption of service to missions-critical functions.
9. To continue to upgrade network quality and manageability commensurate with institutional demand.
10. To increase professional development and training opportunities for IT support staff.
11. To secure adequate staff (in numbers) to achieve the missions of the institution and this plan.
12. To provide an appropriate range and depth of accessible information technology professional development opportunities for faculty and staff.

Objective 3 - To further refine the multi-year maintenance plan for annual summer repair/enhancements to facilities, furnishings, and equipment.

We will maintain a comprehensive listing of facility repairs and enhancements which will be needed to support the operation of the university. Input on facility needs will be sought from various constituents within the university.

Responsibility: Sena Landey

Agenda for 2006-07

1. To further refine the 5 year plan with input from building managers.

Objective 4 - To develop a plan for renovation of existing residence halls by the year 2008.

We will plan to improve existing student housing to a level which better accommodates students' needs, and positions the university to be competitive in attracting traditional students.

Responsibility: Sena Landey

Agenda for 2006-07

1. To finalize list of improvements to be made in residence halls.
2. To complete financing plan for improvements.
3. To begin renovation of Morrison Hall in May 2007, complete August 2007.

Objective 5 - To create a sense of ownership through empowering all front-line persons to make recommendations for enhancements/repair of facilities, furnishings, and equipment (building managers, department chairs, and custodians).

We will put in place those reporting processes that will enable all faculty and staff to take personal ownership for facility needs. Attention will be given to functionality, accessibility, and safety.

Responsibility: Sena Landey

Agenda for 2006-07

1. To identify current reporting procedures.
2. To discuss the deficiencies in reporting with physical plant personnel and building managers.
3. To develop a communication plan.
4. To implement the plan.
5. To assess the effectiveness of the new plan.

Objective 6 - To develop a multi-year plan to upgrade classrooms across the campus with attention to technology, furnishings, lighting, and sound needs.

We will plan to develop classroom environments which contribute positively to the learning environment. Input regarding needs will be sought from those who teach and learn in these classrooms.

Responsibility: Carl Caldwell and Sena Landey

Agenda for 2006-07

1. To create a joint faculty-staff committee that will create a multi-year plan by April 2007.

Initiative Six – To enhance our student life program to create a sense of belonging, develop leadership skills, enrich students spiritually and culturally, and promote student success.

Our objectives are:

Objective 1 - To pursue the development of a more Christ-centered culture.

We will create a spiritual climate on campus that challenges believers to a deeper faith, and encourages non-believing community members to consider the Good News of the Gospel. We will aspire to be a community where doubt, faith, and the personal work that results in “Christian discovery” exist together in an environment that is markedly Christian in the free and open traditions of the Church of God.

Responsibility: Brent Baker

Agenda for 2006-07

1. To provide campus opportunities for students to have substantive conversation about issues related to community.
2. To pursue greater participation in Campus Ministries and promote greater awareness of local, national, and international needs affecting the body of Christ.
3. To provide support for the further development of the AU-East Africa Initiative.
4. To integrate the Student Life theme, Congruence: Looking In, Living Out, in chapel, orientation, and campus ministry programming.
5. To broaden the theme selection committee to include more faculty and select theme for 2007-2008.
6. To improve attendance at SEW and IYW weeks through offering chapel credit for attendance at evening services.
7. To provide more theme weeks related to chapel that deal with special topics, ie Reconciliation Week and Health and Wholeness Week.
8. To make use of data provided by faith development assessment tool administered in the 2006-2007 year.

Objective 2 - To increase the appreciation for the cultural value of multicultural and international student programs, and strengthen success rates of student participants.

We will continue to encourage a campus-wide environment that increasingly values diversity and benefits from the gifts and abilities of our minority and international students. We will co-labor with these students to understand their unique needs, and provide the support that will most effectively lead to their retention and academic success.

Responsibility: Brent Baker

Agenda for 2006-07

1. To support efforts of the student led initiative DREAM in their spring semester campaign.
2. To support the campus-wide Diversity Committee in the pursuit of their mission and goals for greater inclusiveness and support for minority student groups.
3. To create a five year plan that maps out future goals and strategies for the Multicultural and International Student programs.
4. To pursue the opportunity to host the 2007 National Christian Multicultural Student Leadership Conference.

Objective 3 - To provide better placement services for students.

In partnership with internal academic departments and external employers we will increase the opportunities students have for securing employment after graduation. We will improve our methods of reporting numbers that represent our current placement rates.

Responsibility: Brent Baker

Agenda for 2006-07

1. To continue to assess need for assistance in employment related activity on a department by department basis.
2. To offer faculty-wide class coverage that would allow Career Development to present relevant career—related information to students in case where a class would otherwise be cancelled.
3. To assess the possibility of providing interest survey instruments and some level of interpretation to prospective students or matriculating students (on SOAR weekends) prior to the beginning of fall semester.
4. To provide to admissions information related to recent graduates, the companies they work for, starting salaries, and other information deemed helpful by admissions.
5. To implement a telephone calling program designed to get recent graduate employment information.
6. To work with other University departments that are collecting employment data to insure sharing of information or making phone calls to recent graduates to insure collection of employment related data.
7. To strengthen and further create collaborative opportunities for Career Development and IN vision in order to impact placement services.

Objective 4 - To create and formalize, in partnership with academic affairs, the First-Year Experience.

We will create a First-Year Experience that successfully integrates new students into the academic, social, and spiritual culture of Anderson University. In the process of creating this program, we will define goals for what we desire in a First-Year Experience, assess the extent to which we are currently accomplishing these goals, and creatively construct programs to meet the unmet needs of freshmen.

Responsibility: Brent Baker

Agenda for 2006-07

1. To pull together FYI Committee work and additional research in preparation for taking a First Year Experience initiative through the appropriate academic channels seeking approval and funding for fall, 2008 semester.

Objective 5 - To develop and implement a parents program.

We will enhance communication and service to parents of AU students by the development of an advisory group, Parents Cabinet. Through this group and by other means, we will create a systematic program that engages and informs parents of important university information.

Responsibility: Brent Baker and Robert Coffman

Agenda for 2006-07

1. Develop e-newsletter for parents.

Initiative Seven – To enhance and strengthen relationships with all university constituencies – students, faculty and staff, trustees, alumni, sponsoring church, City of Anderson, donors, etc.

Our objectives are:

Objective 1 - To increase the positive regard with which faculty, staff, and students see the university.

We will develop strategies for communication of key information that underscores the great academic, spiritual, and organizational strengths of Anderson University to our faculty, staff, and students. In that process, we will find appropriate ways to hold up exemplary models in each of these areas designed to help these groups experience justifiable pride in the institution, and to strengthen their relationships with the institution.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To host special pre-public announcement events to share the news and vision of the campaign first with the campus community.
2. To highlight the accomplishments of members of the campus community in university publications and on the web site.
3. To create a division of the campaign cabinet to focus on issues related to the campus community.

Objective 2 - To develop a program to inform current and future constituents who we are.

We will seek ways to utilize existing institutional information sources such as the university web site and *Signatures* magazine to more effectively communicate the nature and character of the Anderson experience to our constituents. Our Church Relations and Alumni Relations programs will focus on disseminating programmatic information about the university, and will bring a studied intentionality to the task of articulating the culture and ethos of the institution.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To launch redesigned university web site with technological and information enhancements.
2. To establish relationships with churches and organizations within the Church of God with which the university has not had historically strong connections.

Objective 3 - To enhance and expand mutually beneficial relationships between alumni and the university.

We will develop an array of programs and services directed at our alumni designed to increase the real and perceived value of the alumni relationships. In order to accomplish this, we will develop initiatives on a variety of fronts.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To update alumni/donor research to identify geographic and demographic disbursement of constituents.
2. To launch expanded alumni event programming.
3. To tailor alumni events to reach a broader demographic range of constituents.
4. To create a division of the campaign cabinet to focus on issues related to alumni.

Objective 4 - To maintain and enhance the historic and covenantal relationships with the Church of God, and nurture relationships with other fellowships whose higher education needs are addressed through the mission of Anderson University.

We will strengthen our outreach to Church of God constituents with strategic church relations programming. We will bring a new level of intentionality to coordinating the travel schedules of key university personnel to establish an increased presence in key congregations, both within and outside of the Church of God. Through the input of church leaders, we will develop both on-campus and off-campus experiences designed to enhance effectiveness of clergy and lay leaders. Particular efforts will be directed at raising the consciousness of members of emerging growth churches of the affiliation of their congregations with the Church of God, and the primacy of the relationship with Anderson University in meeting the higher education needs of the congregation and staff. We will further strengthen these relationships with aggressive promotion of the matching scholarship program with Church of God and non-Church of God congregations.

We will work with the Vice President for Advancement in maintaining contact with the larger churches of the Church of God by convening two meetings a year to provide fellowship and support for pastors and spouses.

Responsibility: Robert Coffman and David Sebastian

Agenda for 2006-07

1. To meet with pastors roundtable in February and June of 2007.
2. To develop a Master of Arts Degree in Christian Ministry with a concentration in church planting and engage the Church Multiplication Association as a partner by fall 2007.
3. To meet with Vice President for Enrollment to explore a Masters Degree concentration in Student Ministries in spring of 2007.
4. To visit Warner Southern College, Mid America University and Warner Pacific College to strengthen relationships with faculty and students in spring of 2007.
5. To establish stronger ties with emerging growth churches.
6. To build partnerships with new church plants.
7. To proactively promote the matching scholarship program to recently admitted students and their parents.
8. To create a division of the campaign cabinet to focus on church relations.

Objective 5 - To establish Engagement as a commitment of the university centering in the office of the President and the Office of Engagement that maintains and enhances relational ties with governmental agencies at the local, state and federal levels; and to engage the university in a leadership position for economic development and educational advancement in the region, and to advance the work of the Flagship Enterprise Center (FEC).

The Special Assistant to the President for Engagement will facilitate this effort. He reports to the President and gives leadership to the Flagship Enterprise Center as its chief executive officer. He serves as liaison officer on behalf of the president with the appropriate units of government to position the university to participate effectively in economic development of the region, consistent with the educational and institutional mission of the university.

Other officers and staff will have responsibility for some of the particular agendas, especially those involving property development and academic programs.

Responsibility: President Edwards

Agenda for 2006-07

1. To manage and extend the effective efforts of an office of Engagement through the President's Office, that enhance relational ties with governmental agencies at the local, state and federal levels.
2. To engage the university in initiatives in economic development appropriate to the mission of the university in stewardship of her position of leadership within the region.
3. To enhance the work both of the Flagship Enterprise Center and the education center being completed in 2007.

Objective 6 - To expand continuing education opportunities for university constituencies through The Center for Christian Leadership.

We will work with the Director of the Center for Christian Leadership to develop a curriculum for all non-degree leadership programs for both ethnic and non-ethnic populations in both North and Central America.

Responsibility: David Sebastian

Agenda for 2006-07

1. To have 1,000 registered participants in the Center for Christian Leadership by 2008.
2. To expand the CCL independent study courses and offerings.
3. To increase awareness of both the Newell and Harp Lecture series regionally.
4. To increase the number of participants in the Aging Ministry program.
5. To increase the network of ministry contacts with those involved in Senior Adult Ministries.
6. To develop partnerships and expand the educational delivery systems with select COG organizations, such as the Concilio, Instituto Biblico Hispano, Church of God India, La Buena Tierra Seminary, Mexico, Center for Biblical Training, and others.
7. To support the Church of God State Assemblies in their continuing education requirements for pastors.
8. To develop ongoing North American Convention Programming that serves the Church of God, particularly with the Doctrinal Dialogue.
9. To keep the Seminary's constituencies informed of its degree and non-degree programs through its publications and communications.

Initiative Eight - To develop an institutional image and marketing program which strengthens awareness and understanding by all constituents of the institution's commitment to Academic and Christian discovery.

Our objectives are:

Objective 1 - To increase public awareness and favorable opinion of the university.

We will continue to strengthen our media relations activities locally, regionally, and nationally to bring information about Anderson University before the public in a manner that enhances our reputation. We will work to be sure the university and its interests are appropriately represented in church, business, civic, and governmental settings as well as in the higher education community at large. Through the collaboration of multiple departments of the university, we will work to significantly strengthen institutional marketing efforts.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To utilize opportunities presented by launch of a campaign to gain access to new print, broadcast and electric media.
2. To create a division of the campaign cabinet to focus on communication issues.

Objective 2 - To develop an institutional statement which explains the historic distinctives and Christian traditions of Anderson University.

As the university continues to evolve, we will prepare a statement of our distinctives so that as students and their families consider attending the university, and faculty consider teaching at the university, there will be resources to help them understand who we are.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To continue to work with an adhoc committee to prepare such a statement.
2. To share statement with relevant constituencies for review and approval prior to disseminating it widely.

Objective 3 - To strengthen efforts to develop identity and involvement in Indianapolis.

A major priority for our Advancement areas will be to develop programming specifically targeted at the greater Indianapolis community. We will create an Indianapolis affinity group generally built on the model of the Anderson-area Fellows and Sponsors program. We will produce an increased number of special events in our Alumni, Church Relations, and Development areas, with the goal of building stronger ties and attaining increased support from our Indianapolis constituents.

Responsibility: Robert Coffman

Agenda for 2006-07

1. To plan and implement major alumni and donor events in the Indianapolis area.
2. To create a division of the campaign cabinet to focus on Central Indiana.

Objective 4 – To develop and fully resource a comprehensive and aggressive institutional marketing program to be implemented across a variety of media.

We will develop an integrated marketing and communications plan in cooperation and collaboration with all segments of the university to guide the development of an institutional brand, proactive marketing, and communication strategy; and provide leadership and counsel in all internal and external communications, marketing research and planning, and creative services.

Responsibility: Michael Collette

Agenda for 2006-07

1. To develop a process to manage consistency in institutional branding across all program marketing efforts.
2. To develop an institutional television commercial campaign for Fall 2006.

Objective 5 – To recognize the unique and valuable asset that athletics offer the university, specifically as it relates to fundraising and marketing objectives.

Responsibility: Carl Caldwell

Agenda for 2006-07

1. To continue working on initiatives between athletics and advancement to assist in fundraising and marketing initiatives.