

**STRATEGIC LONG-RANGE PLAN PROGRESS REPORT (SEPTEMBER 2002)
2000-2005**

Endorsed by Huntington College faculty and staff on April 19, 2000.
Approved by Huntington College Board of Trustees on April 27, 2000.

MISSION STATEMENT:

Huntington College is a Christ-centered liberal arts college that is owned by the Church of the United Brethren in Christ. Based on the conviction that all truth is God's truth, the College exists to carry out the mission of Christ in higher education.

Through a curriculum of demonstrated academic excellence, students are educated in the liberal arts and their chosen disciplines, always seeking to examine the relationship between the disciplines and God's revelation in Jesus Christ.

The College's mission will be accomplished as we ...

- Develop in students a commitment to scholarship that is persistent in its pursuit of truth and sensitive to the concerns of the Christian church, the scholarly and educational community, and the world at large;
- Educate students broadly for a life of moral and spiritual integrity, personal and social responsibility, and a continued quest for wisdom;
- Equip students for a variety of vocations so that they may glorify the Creator, who charged humanity with the care of his Creation;
- Help students develop their abilities for a life of God-honoring service to others and for personal fulfillment.

FOCUS STATEMENT:

The goal of Huntington College is to educate men and women to impact our world for Christ through a high quality, Christ-centered liberal arts education.

To this end, we will provide a student-focused program that emphasizes a growing understanding of Christian faith and community, deepened spiritual vitality, service to others, and the integration of Christian faith with the world of learning.

FUNDAMENTAL & CONTINUING COMMITMENTS:

The following commentary expands on four *fundamental and continuing commitments* expressed in the Focus Statement – “high quality,” “liberal arts,” “spiritual vitality,” and “Christian community.”

High Quality

The pursuit of excellence or quality is a Christian virtue. Huntington College is committed to excellence and to high standards of performance, with expectations for outstanding quality in all areas of campus life. Such excellence must be constantly monitored and appraised in order to gauge where accolades are in order and where improvement is needed.

To achieve excellence, the College is committed to recruiting the highest caliber personnel, well-qualified in their discipline or profession, and personally committed to Jesus Christ. To encourage continued excellence, the College is committed to providing ongoing professional development and training opportunities.

Educationally, the College is committed to developing the whole person, including intellectual, physical, social, and spiritual dimensions. We believe this is a demonstration of our commitment to excellence.

Liberal Arts

The College will continue its historic commitment to the liberal arts ensuring that a strong liberal arts core will continue to provide the framework of a Huntington College education. We believe the liberal arts provide students of all majors, whether liberal or applied, with a critically-needed grounding. This is because the liberal arts help students become well-educated and well-rounded individuals with abilities in critical/analytical thinking and problem-solving. Such skills are needed if Huntington College graduates aspire to impact the world for Christ.

Spiritual Vitality

Huntington College is committed to being “Christ-centered,” preparing students to impact the world for Christ as redemptive agents in both church and society. To accomplish this, we strive to:

- Provide multiple opportunities for spiritual development through a chapel program, small group Bible studies and prayer groups, service opportunities, and mentoring.
- Acknowledge in all educational endeavors that all truth is God’s truth.
- Help students understand all disciplines from the perspective of a Christian worldview by examining the relationship between the disciplines and God’s revelation in Jesus Christ.
- Educate students broadly for a life of God-honoring service, integrity, and personal/social responsibility – undergirded by a continued quest for wisdom.
- Equip students to see their various vocations as a vehicle for glorifying the Creator and building God’s Kingdom.
- Provide an arena for students to encounter the world, including its controversial issues, and to respond redemptively.

Christian Community

Community should characterize all Christian institutions, including Christian colleges. Huntington College recognizes and cherishes the particular tradition of community at this institution. We seek to both preserve this community heritage as well as enhance it in the future.

To preserve and enhance community, the College is committed to valuing each person as an integral community member with gifts and contributions to make to the community. We are committed to focusing on people in policy and procedure formation so as to make Huntington College a great place to work. The College is committed to giving particular attention to new employees, especially during the upcoming years of anticipated growth, ensuring that employee orientation meets employee needs and serves to assimilate them into the community.

The College is also committed to ensuring that the excellent relationship it has with the surrounding community is preserved. New opportunities to be involved in the community will be continually sought.

Because the College is student-centered, we also seek to enhance the students' sense of community by continuing to listen to students and to seek out their ideas/suggestions for improvement. Programming will continue to be developed to encourage students' involvement and participation on campus—building social community, spiritual community, and academic community.

STRATEGIC INITIATIVES:

- Develop a rich learning environment where faith integration, academic inquiry, and program innovation are central.
- Manage growth in ways that value the individual and build community.
- Promote opportunities, behaviors, and values that will enhance the intercultural perspective of students, faculty, and staff.
- Enhance our mission through providing appropriate financial, technological and physical resources.
- Pursue enrollment growth to 1300 (1150 FTE) by 2005.

NOTE TO THE READER: The following objectives and action steps are not listed in priority order.

ACTION STEPS:

	2000-01	2001-02	2002-03	2003-04	2004-05
INITIATIVE ONE – Develop a rich learning environment where faith integration, academic inquiry, and program innovation are central.					
<i>Objective One: Enhance faith integration.</i>					
1. Identify 2-4 themes within each department related to faith integration and explore how these issues can be integrated across the department’s curriculum. <i>Ron Webb, Department Heads</i>	00-01	01-02 Departments began work on this action step in Spring 2002. X	02-03	03-04	04-05
2. Develop forums for faith integration or Christian worldview discussions (i.e. – convocations, small groups, interdisciplinary courses, library colloquia). <i>Ron Webb, Bill Fisher, Campus Ministries Committee</i>		The Academic Dean and the Dean of Christian Faith developed forums for faith integration. Four convocations will be given to the topic of “Faith and Science” for the academic year 02-03. Additionally, the small groups program will be replaced by a series of convocations, “Hot Topics and Lifelong Questions” based on students’ interests. This program will be designed to develop forums for faith integration and worldview discussions. X			
3. Review core curriculum. Specifically address Biblical literacy and Christian worldview thinking. <i>Ron Webb, Academic Concerns Committee</i>	Core Curriculum Committee established in fall 2000; chaired by assistant dean for curriculum. Committee surveyed faculty to determine faculty assessment of current core curriculum. (see I-4.3) X	Fall 2001 Faculty Workshop focused on “core review.” (see I-4.3). Core Curriculum Committee continues to meet weekly. An update is planned for Spring 2002. X			
<i>Objective Two: Promote academic inquiry.</i>					
1. Promote and develop bibliographical and reference library instruction. Focus on electronic resources. <i>Ron Webb, Library Committee</i>		An emphasis on library instruction continues with more instruction being conducted every semester. X	X	X	X
2. Enhance library collection with the goal of reaching parity with comparable institutions. <i>Ron Webb, Library Committee</i>	Library Committee submitted an initial proposal to help meet this goal. Statistics were gathered by the Indiana consortium and summary data is currently being reviewed. Library was granted \$20,000 from strategic initiative funds to enhance collection over next two years. X	Spending of the \$20,000 allocated to the Library continues. X	X	X	X

<p>3. Develop an integrated model of student involvement. <i>Norris Friesen, Student Concerns Committee</i></p>		<p>Type of integrated model is being revised. Expect action in 2002-03 X</p>	<p>X</p>		
<p>4. Develop residence hall programs that promote and recognize academic achievement. <i>Norris Friesen, Ron Webb, Student Concerns Committee</i></p>		<p>New programs planned for 2002-03: Recognition banquet for floor/wing with highest GPA each semester. Learning resource center established in each residence hall. Faculty expertise utilized in staff development and residence hall programming. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>5. Plan and implement additional academic conferences on campus. <i>Ron Webb</i></p>	<p>Offered <i>Pen, Printing Press, Hypertext</i> conference in Fall 2000. Plan to offer Christian Faith and History conference in 2002.</p>	<p>Planning underway for Faith and History conference in Fall 2002. X</p>	<p>X</p>		<p>X</p>
<p>Objective Three: Encourage program innovation.</p>					
<p>1. Develop an integrated leadership development program. <i>Ron Webb, Norris Friesen, Bill Fisher</i></p>		<p>The current leadership class will be expanded in 2002-03 to include other key leadership positions on campus, e.g., Student Senate Executive Committee, Freshman Mentors, etc. A staff position will have to be expanded or created to give the needed impetus to enhance leadership development. X</p>	<p>X</p>		
<p>2. Develop interdisciplinary or career-oriented programs with the goal of establishing two or more new programs per year. <i>Ron Webb, Academic Concerns Committee</i></p>	<p>Proposals have been developed for programs in music therapy, arts administration, family studies. New programs were approved in e-commerce, not-for-profit studies, and entrepreneurial/small business studies. A new Spanish minor is in place. Family studies, arts administration, and cross-cultural studies to be reviewed in fall 2001. X</p>	<p>Faculty approved programs in environmental science, music business, special education, and exercise science. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>3. Develop an honors program. <i>Ron Webb, Academic Concerns Committee</i></p>	<p>A committee was appointed (chair, Paul Michelson) to begin exploration of honors program.</p>	<p>Committee continues exploration of honors program.</p>	<p>X</p>	<p>X</p>	
<p>4. Create a cross-functional team to clear obstacles for traditional students in non-traditional programs. <i>Ron Webb, Student Processing Team</i></p>		<p>X</p>			

<i>Objective Four: Clarify and implement institutional priorities for instruction and staffing.</i>					
1. Evaluate class size and number of sections in core curriculum classes. <i>Ron Webb, Academic Concerns Committee</i>		Reviews of class sizes and numbers of sections have begun to be regularly reviewed by the Dean with the Registrar ,the Assistant Dean for Curriculum, and ACC. X	X		
2. Evaluate use of full-time and adjunct faculty. <i>Ron Webb, Faculty Concerns Committee</i>		Assistant Dean for Curriculum has begun tracking of full-time faculty and adjuncts every semester and calculating the number of adjuncts being utilized. The number of adjuncts this AY is higher than normal because three full-time positions have not been filled. X	X		
3. Review core curriculum. Specifically address foreign language curriculum and requirements. <i>Ron Webb, Academic Concerns Committee</i>	Core Curriculum Committee was formed to address foreign language curriculum and requirements. Committee surveyed faculty to determine faculty assessment of current core curriculum (see I-1.3). X	Fall 2001 Faculty Workshop focused on "core review." (see I-1.3.). Core Curriculum Committee continues its work with language discussion ongoing. X			

INITIATIVE TWO – Manage growth in ways that value the individual and build community.

Objective One: Enable faculty and staff to fully use their knowledge and find satisfaction in their work.

<p>1. Develop and implement a comprehensive faculty development plan. <i>Ron Webb, Faculty Concerns Committee</i></p>	<p>Assistant Dean for Faculty Development to develop a plan for review in fall 2001. X</p>	<p>Assistant Dean for Faculty Development continues to work on producing a document that reflects comprehensive efforts. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>2. Provide staff development to enhance skills and promote a sense of mission and purpose. <i>Tom Ayers, Community Enhancement Team</i></p>		<p>A proposal for a Staff Enrichment Team was submitted to the President from the Community Enhancement Team in December 2001. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>3. Enhance orientation for new staff members. <i>Tom Ayers, Community Enhancement Team</i></p>	<p>“Greeter program” established in the Fall 2000. Each new staff employee was assigned a “greeter” to familiarize the new employee with the campus and to provide an informal personal contact. X</p>				
<p>4. Restructure divisions/departments and redesign faculty leadership. <i>Ron Webb, Faculty Concerns Committee</i></p>	<p>Faculty approved a new division structure in the Fall 2000. New position descriptions for division chairs and department heads were approved. ACC, FATC, and the Admissions Committee make-up were revised. A new Dean’s Council was created to include three division chairs, six department heads, two assistant deans, and the vice president and dean of the College. X</p>				

Objective Two: Build relationships within campus community.

<p>1. Encourage use of cross-functional teams. <i>All Senior Leaders, Community Enhancement Team</i></p>	<p>Cross-functional team reviewed on-campus parking issues and made recommendations (see also Objective II-3.1). Community Enhancement Team (CET) is reviewing existing Sunday Observance Policy and will make recommendations for revisions/clarifications. Cross functional team proposed procedures for implementing current policies with respect to off-campus study programs and identifying related policy issues. X</p>	<p>Community Enhancement Team completed their review of the existing Sunday Observance Guidelines and submitted recommendations to the president in December 2001. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
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<p>2. Encourage expressions of appreciation across campus.</p> <p style="text-align: center;"><i>All Senior Leaders, Community Enhancement Team</i></p>	<p>Appreciation luncheon for HC Staff was hosted by the Board of Trustees in October 2000.</p> <p>Recognized academic/ professional expertise and achievements of faculty, staff and students through public programs, celebrations, and literature. Revitalized Honors Celebration and Who's Who recognition. Instituted Fireside Chats, Library Colloquia Series, and History Seminars (see I.2.5). Published <i>Academic Distinctives</i> and <i>Academe</i> (see V-1.3).</p> <p>Advancement Office has celebrated each million-dollar threshold in the Campaign since reaching \$35 million in commitments.</p> <p style="text-align: center;">X</p>	<p>A dinner celebration was held for the Office of Advancement to celebrate \$43 million in commitments to The Campaign for Huntington College.</p> <p>The Advancement Office "thanked itself" in celebration of \$43.0 million in commitments to The Campaign for Huntington College through staff recognition at the volunteer recognition dinner on April 27, at the all-campus Campaign celebration on May 3, and in a staff recognition section in the Summer issue of Huntington College Magazine.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>
<p>3. Provide additional public recognition of staff and faculty.</p> <p style="text-align: center;"><i>Ron Webb, Tom Ayers, Community Enhancement Team</i></p>	<p><i>Huntington College Academe</i> was published in the Fall 2000. This publication emanates from the Dean's office and highlights special achievements of faculty and students. The bookstore began to create a display of Huntington College authors in spring 2001. Art and video productions of faculty and students can be found in the guest apartment on campus. Written publications by faculty are also displayed there.</p> <p>Other initiatives included a new Honors Celebration format/content; new library colloquia series; Dean's "Notes," which highlight faculty achievements; Fireside Chats sponsored by the students of the Dean's Student Advisory Council; and the History Seminars that began in the Fall 2000.</p> <p style="text-align: center;">X</p>	<p>Initiatives created in 2000-01 continue.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>
<p>4. Assess and develop better campus-wide communication.</p> <p style="text-align: center;"><i>Tom Ayers, Community Enhancement Team</i></p>		<p>During the budget development process and following approval by the Board, periodic updates on the status of the budget were issued.</p> <p>A survey was conducted to assess the effectiveness of receiving the campus newsletter via hard printed copy vs. email and the savings that could be gained by using email.</p>	<p style="text-align: center;">X</p>		

<p>5. Offer additional worship opportunities for staff and faculty. <i>Bill Fisher, Community Enhancement Team</i></p>	<p>Holy Week services of worship enhanced the Easter celebrations for the campus and town of Huntington communities.</p>	<p>The Fall Faculty/Staff worship experience will continue to be organized by the Faculty Workshop Committee. The Community Enhancement Team will investigate a similar worship experience for the spring semester in the Fall 2002.</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>6. Include families of staff and faculty in campus-wide social activities. <i>Tom Ayers, Social Planning Committee</i></p>	<p>Social Committee planned two events for faculty/staff and their families.</p>	<p>A number of family related educational events have been held at Thornhill. The social planning committee continued its efforts with a campus community film night for employees and their families.</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>7. Create traditions that build community and foster enduring connections with the College. <i>Norris Friesen, Tom Ayers, Social Planning Committee, Student Activities Board, Community Enhancement Team</i></p>	<p>Class councils and class advisor planned chapels for their respective classes with each class meeting in a separate location. The response was positive and the program will be conducted again in the fall 2001.</p>	<p>Class councils planned class chapels for their respective classes in Fall 2001. Response was positive. Program will continue in Fall 2002.</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>8. Create strategies that build mutual respect between faculty and staff. <i>Tom Ayers, Ron Webb, Community Enhancement Team</i></p>	<p>New administrative staff joined the semester-long faculty orientation program in the Fall 2000.</p>				
<p>Objective Three: Maintain student focus.</p>					
<p>1. Monitor pressure points (facilities, processes and staffing) where growing enrollment may have an adverse effect on student satisfaction. <i>All Senior Leaders</i></p>	<p>Wireless network installed in residence halls and library (see also IV-2.1). Cross-functional team reviewed on-campus parking issues and made recommendations (see also II-2.1).</p>	<p>Call Center software was purchased and installed (see also II.4.2)</p>	<p>X</p>	<p>X</p>	<p>X</p>

<p>2. Assess and address accessibility and related issues for students with disabilities. <i>Tom Ayers, Norris Friesen, Student Concerns Committee, Retention Council</i></p>	<p>Work completed on a physical assessment of the campus with respect to accessibility issues for persons with disabilities. The Director of Learning Assistance developed a rationale for the committee, which was forwarded to Student Concerns Committee (SCC) second semester for review.</p> <p>President's Council approved the formation of a disability concerns committee. The interdisciplinary committee was established to deal proactively with issues related to compliance with state and federal regulations; to broaden the perspective of decision-makers responsible for conditions and services for individuals with disabilities; to afford faculty an opportunity for representation in the "disability conversations;" to sensitize the campus community regarding difficulties and concerns experienced by persons with disabilities; and to enhance the credibility regarding decisions made with regard to issues related to disabilities.</p> <p style="text-align: center;">X</p>	<p>Accessibility needs have been identified and are being prioritized for inclusion into physical improvements projects.</p> <p>Appointments to the Student Disability Concerns Committee (SDCC) will be made in Spring 2002 in consultation with FCC and the President.</p> <p>Fall 2001 theatre production of Side Show, provided a compelling and thought-provoking evening</p> <p style="text-align: center;">X</p>			
<p>3. Provide a small prayer chapel. <i>Bill Fisher, Tom Ayers, Campus Ministries Committee</i></p>	<p>Work on a small prayer chapel was postponed until summer 2001 pending availability of resources.</p> <p style="text-align: center;">X</p>	<p>A variety of possible sites for a small prayer chapel were considered with the hope of creating such a space that will meet students' wishes concerning size, location and availability during the 2002-03 academic year.</p> <p style="text-align: center;">X</p>		X	
<p>4. Encourage academic department community building between faculty and students. <i>Ron Webb, Department Heads</i></p>		<p>Funding was made available to encourage faculty to take students with them to professional conferences. The English, communications, computer science, math, Bible & religion, and education departments have participated.</p> <p>Informal encouragement of this program continues, but no further resources have been committed.</p> <p style="text-align: center;">X</p>	X	X	X

Objective Four: Utilize human resources more effectively.					
<p>1. Consider reallocation of human resources to support new initiatives. <i>All Senior Leaders, Council for Planning and Assessment</i></p>	<p>Employed outside professional resources to create new marketing materials. Full-time admissions counselor appointed to oversee the Fort Wayne area (see V-1.4). Advancement Office is evaluating color printing and document folding equipment to free up support staff time for higher value-added activities. X</p>	<p>Resources were reallocated from several existing expense budgets to make it possible to continue a public relations assistant role that had been funded initially by strategic initiative seed money. The Advancement Office recognized a significant efficiency and staff morale problem caused by the lack of a production-quality color printer in the office. A Ricoh 3800C high-volume color laser printer with finishing unit was installed during the month of May. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>2. Encourage departments to systemically review and streamline administrative processes as appropriate. <i>All Senior Leaders</i></p>	<p>New position descriptions of division/department heads designed to develop faculty leadership and streamline some administrative functions of the academic office. X</p>	<p>The Office of Advancement has implemented a new administrative structure that is being re-evaluated for effectiveness and adjustment because of personnel changes. Advancement continues to refine the new administrative structure. Several changes are being made due to personnel changes. The Computing Services Office installed a new call-center software package to help receive, assign, and track computer systems work requests. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>3. Hire a human resources professional. <i>Tom Ayers</i></p>			<p>X</p>		
<p>4. Develop a human resources master plan. <i>Tom Ayers, Council for Planning and Assessment</i></p>			<p>X</p>		

INITIATIVE THREE – Promote opportunities, behaviors, and values that will enhance the intercultural perspective of students, faculty, and staff.

Objective One: Enhance the recruitment and retention of minority and international students.

<p>1. Develop strategies to recruit minority students from Fort Wayne and Indianapolis. <i>Jeff Berggren, Marketing Task Force</i></p>	<p>During a review of the Strategic Long-Range Plan with the President’s Advisory Council on Excellence (PACE), a discussion of this action step resulted in an offer by a PACE member to assist in making connections with minority high school students in Hammond/Gary/Chicago area.</p>	<p>Relationships are being developed not only with pastors and YFC, but also with groups like Junior Achievement and 21st Century Scholars.</p>	<p>X</p>	<p>X</p>	<p>x</p>
<p>2. Support the recruitment of “missionary kids,” international students, and American minorities. <i>Jeff Berggren, Marketing Task Force</i></p>	<p>Adjusted financial aid to meet higher percentage of needs for MKs. HC is participating in new advertising efforts targeted at the International/MK market.</p> <p style="text-align: center;">X</p>	<p>Todd Martin and Margi Miller traveled to Spain to review the Semester in Spain program in November 2001. Karen Jones traveled to Ghana to consult with Christian Service College. In May 2002, Win Wetherbee traveled to England and Jeff Webb, Patrick Eggleton, and Mike Rowley taught at the Beijing Institute of China.</p> <p>Based on data from the Scannell & Kurz consulting firm report, the higher need financial strategy has been discontinued, but the marketing efforts have been increased with more online resources being used by MK and international students.</p> <p>A new scholarship endowment to support international students who have substantial financial need has been established by a trustee of the College. It is the expressed intention of the trustee to significantly fund this endowment so that awards of several thousands of dollars could be made annually.</p> <p>Matt Webb, an HC alumnus and a former missionary has been hired as an admissions counselor and will have the recruitment of missionary kids as one of his assigned responsibilities.</p> <p style="text-align: center;">X</p>	<p>X</p>	<p>X</p>	<p>X</p>

<p>3. Utilize cross-cultural and international connections within the Church of the United Brethren in Christ to recruit students. <i>Jeff Berggren, Marketing Task Force</i></p>		<p>The current UB students from Jamaica and Honduras have been a good source of prospective student names. The major obstacle for those prospective students attending HC remains financial cost. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p><i>Objective Two: Enhance the recruitment process of minority faculty and staff.</i></p>					
<p>1. Utilize cross-cultural and international connections within the Church of the United Brethren in Christ to recruit faculty and staff. <i>Ron Webb, Tom Ayers</i></p>	<p>Academic Dean began communication with a Jamaican UB couple regarding post-graduate work in the US. X</p>	<p>No formal programs with UB churches have been developed, but ongoing efforts continue with Beijing Institute of Technology and Jingmei University. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>2. Increase to 75 percent the number of faculty with professionally-related international experience. <i>Ron Webb, Faculty Concerns Committee</i></p>	<p>Currently, 48% of faculty have professionally-related international experience. All new faculty have been surveyed to determine where they fit into the current percentage. To reach 75%, fourteen additional faculty need to gain experience within the next four years. The Dean is discussing international opportunities with individual faculty during annual review. Mike and Terra Rowley taught at the Russian American Christian University in June 2001. Jim O'Donnell is submitting a proposal for a presentation at BIT in China. X</p>	<p>Three faculty members traveled to teach at Beijing Institute of Technology in May 2002. One faculty member went to France in summer 2002 with Brethren Colleges Abroad. Have hired two new faculty with spouses who are from Romania and the Ukraine. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>3. Explore partnering with a traditionally black college. <i>Ron Webb</i></p>			<p>X</p>		
<p>4. Explore faculty exchange opportunities with international institutions. <i>Ron Webb</i></p>	<p>Hosted Chinese faculty and students from Beijing Institute of Technology during J-term of 2001. Hope to send HC faculty and students to China next year. Will keep sending faculty to RACU and hope to develop relations with the Korean institutions the President made contact with during his sabbatical.</p>	<p>The President and Dean of the College traveled in fall 2001 to explore relationships with several Korean universities and to visit BIT in China. Results of trip are still developing. X</p>			

Objective Three: Encourage participation in curricular and co-curricular programs that reflect other cultures.					
1. Encourage international and cross-cultural internships and semester study programs. <i>Ron Webb</i>	<p>“Semester in Spain” program with Trinity Christian College was approved at the division level. This program permits our students to attain a minor in Spanish. Contacts have been made with the Brethren Colleges Abroad program and plans are underway to obtain faculty approval for our students to attend their semester abroad programs.</p> <p>Established agency agreement with the International Business Institute (IBI).</p> <p style="text-align: center;">X</p>				
2. Provide financial resources for student cross-cultural experiences. <i>Ned Kiser, Jeff Berggren, Retention Council, Budget Council</i>		<p>The Budget Council approved additional funding to make it possible for more students to participate in off-campus studies programs.</p> <p>Process established by Presidents Council to allow up to 10 students per year to use institutional aid to participate in approved off-campus programs.</p>	X	X	X
3. Internationalize the curriculum. Develop at least one international major and one or more international minors. <i>Ron Webb, Academic Concerns Committee</i>			X	X	X
4. Review core curriculum. Specifically address cross-cultural awareness. <i>Ron Webb, Academic Concerns Committee</i>	(see I-1.3 and I-4.3).	<p>Core Curriculum Committee is currently reviewing language and cross-cultural requirements.</p> <p style="text-align: center;">X</p>			
5. Develop a cross-cultural concentration available to all majors. <i>Ron Webb, Academic Concerns Committee</i>	<p>Currently working on a Missions program; expect that a small concentration/cognate will evolve from these discussions.</p> <p style="text-align: center;">X</p>	<p>A cross-cultural concentration in Educational Ministries was approved in Fall 2001. A missions minor was also approved.</p>			
6. Identify an office to oversee cross-cultural programming. <i>Blair Dowden, Ron Webb</i>		<p>Established the Office of Director of Off-Campus and International Programs.</p> <p style="text-align: center;">X</p>			

Objective Four: Raise awareness of diversity and racism.					
<p>1. Identify speakers to address diversity on campus. <i>Bill Fisher, Ron Webb, Norris Friesen, Student Senate, Forester Lecture Series Committee</i></p>	<p>A Multicultural Task Force was identified. The task force arranged for Dr. Akousa Perbi to speak at convocation on March 2, 2001. Dr. Perbi is a Fulbright Scholar in Residence at Manchester College and is internationally known for her scholarship on the trans-Atlantic slave trade. She has also written and taught about women in Africa.</p> <p style="text-align: center;">X</p>	<p>A diversity chapel was planned for Spring 2002.</p> <p>Programs and speakers will continue to be secured for chapel that either speak to issues of diversity, or have the presenters themselves represent women, ethnic minorities, special needs or underrepresented populations.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>
<p>2. Encourage Student Senate and other student organizations to facilitate discussions on diversity. <i>Norris Friesen, Student Senate</i></p>	<p>Student Senate helped fund six students and one faculty member to attend the National Christian College Multicultural Student Leadership Conference at Nyack College in the fall 2000.</p> <p>Minority and international students met to discuss the formation of a multicultural organization.</p>	<p>Student Senate helped to fund three students and one faculty member to attend the National Christian College Multicultural Student Leadership Conference at Calvin College. A follow-up event is planned for Spring 2002.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>
<p>3. Emphasize special occasions such as MLK Day, African-American and Hispanic history months and special holidays of international students. <i>Norris Friesen, Student Senate</i></p>	<p>The Multicultural Task Force planned a commemoration for MLK Day. Dr. Herma Williams from Gordon College was the resource person. Dr. Williams spoke in an education class and facilitated a discussion over lunch with students and faculty.</p> <p>The Multicultural Task Force planned and implemented a chapel emphasizing the need for diversity on the Huntington College campus while stressing the unity that already exists and is necessary for diversity to exist.</p> <p style="text-align: center;">X</p>	<p>The Multicultural Task Force planned a commemoration for MLK Day. Pastor Carlson Adams from St. Paul Baptist Missionary Church in Marion was the resource person.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>

INITIATIVE FOUR – Enhance our mission through providing appropriate financial, technological and physical resources.

Objective One: Enhance financial resources.

<p>1. Emphasize grant proposal writing to fund action steps. <i>Ron Webb, Ned Kiser</i></p>	<p>Several grant applications have been submitted in support of the new science building project. Other grant proposals will be developed during the summer 2001. The education department is writing a proposal for an Ameritech grant. The music department is pursuing grants for accompanist and music therapy faculty endowments.</p>	<p>A variety of grants were received in support of the science building. A proposal was submitted to Lilly Endowment, Inc. for a planning grant to develop a major grant application for encouragement of Christian vocations (proposal rejected). A variety of grants are being explored to provide on-going support for operation of the MindScape program.</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>2. Increase endowment in areas that relieve pressure on the operating budget to provide funding for action steps. <i>Ned Kiser</i></p>	<p>Increasing the general endowment is an on-going effort and a significant portion of <i>The Campaign for Huntington College</i>. As of 5/31/2001, more than \$10 million of new endowment support had been committed to the campaign, though much of this is in the form of deferred gifts. In addition, the science building project includes \$2 million in operating endowment to ease the burden that this new facility will place on the annual operating budget. X</p>	<p>Increasing the College's endowment is an on-going effort and a significant portion of The Campaign for Huntington College. As of 4/30/2002, \$13.5 million of new endowment support had been committed to the Campaign--\$2 million to the science building operating endowment and \$11.5 to general endowment. Much of this is in the form of deferred gifts, but more than \$4.6 million is in current gifts. X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>3. Consider reallocation of financial resources to support new initiatives. <i>Tom Ayers, Budget Council</i></p>	<p>Completed review of van leasing arrangements and campus billing procedures. Decided to add one van to motor pool and modify billing rates to campus departments. X</p>	<p>The Advancement Office reallocated resources from existing expense budgets to make it possible to upgrade printing equipment and functions in support of public relations and fundraising efforts. X</p>	<p>X</p>	<p>X</p>	<p>X</p>

<p>4. Plan next capital campaign for endowment, buildings, and THE FUND FOR EXCELLENCE. <i>Ned Kiser</i></p>	<p>Advancement Office has begun to evaluate new software systems that will be required before another capital campaign is conducted.</p>	<p>The Office of Advancement continues to evaluate opportunities to leverage development efforts off of the momentum developed during the recently ended campaign. This will also lay important groundwork for the next campaign.</p> <p>The Advancement Office is identifying new systems, software, and procedures that will be required before another capital campaign is conducted.</p>	<p>X</p>		
<p>5. Increase unrestricted annual fund gifts. <i>Ned Kiser</i></p>	<p>This is an on-going effort. THE FUND FOR EXCELLENCE is a significant portion of <i>The Campaign for Huntington College</i> and has been supported well by our donors even in the context of significant giving to capital projects. Unless otherwise designated by the donor, each gift to the campaign – including those coming through the telephone campaign – has a portion directed to THE FUND FOR EXCELLENCE.</p> <p>X</p>	<p>As the Campaign ends, all efforts of the Advancement Office staff will be focused on THE FUND FOR EXCELLENCE.</p> <p>Lilly Endowment has announced two gift-matching programs that will significantly increase unrestricted gift income in the coming months. The first of these initiatives is a one-for-one match of all trustee gifts between March 1, 2002 and December 31, 2002. A total of \$1 million in matching funding is available in this initiative. The second initiative will match gifts from alumni, students, parents, faculty, and staff from June 1, 2002 through December 31, 2003. This is also a one-for-one match with a total of \$3.5 million of matching funding possible. The second initiative also includes a one-time grant of \$150,000 to help to offset fundraising expenses.</p> <p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>

Objective Two: Enhance technological resources.					
1. Extend the computer connectivity to each residence hall room. <i>Tom Ayers, Norris Friesen, Technology Advisory Council</i>	Wireless computer connectivity was extended to all residence halls and the library prior to the beginning of the fall 2000 semester. X	A mailing was sent to all incoming freshmen to clarify computer equipment needed to take advantage of wireless network and to highlight some advantages of laptops. Additional wireless access points were installed in January 2002 in the residence halls to improve student access to the campus network. X			
2. Encourage use of laptop computers by students. <i>Tom Ayers, Ron Webb, Academic Concerns Committee, Technology Advisory Committee</i>	Wireless computer network cards were made available to students at a discounted price to enhance and encourage the use of laptop computers by students. X	With the assistance of student government, laptops were placed in the HUB for students to use in Norm's Place. X	X	X	X
3. Examine distance education and determine compatibility with mission. <i>Ron Webb, Academic Concerns Committee</i>	The Technology Advisory Council (TAC) is exploring distance education and classroom management systems. TAC sponsored several workshops on CMS in spring 2001. X	Work was completed on the distance education project although no final decision on the value of a CMR for the College has been reached. Cost is a factor. As a result, no further exploration of distance education is expected at this time. X			
4. Enhance the general technology budget to allow for systematic replacement and upgrades. <i>Tom Ayers, Budget Council</i>	Budget Council has reviewed the need for funds for systematic replacement and upgrades of technology and hopes to budget for this need within the next three years depending upon the availability of resources. X	X	X	X	X
5. Purchase web applications for CARS system. <i>Tom Ayers</i>	Web based software packages for use with the campus CARS data base system were purchased to make on-line class registration and on-line admissions application processes possible; activation of the software is expected in the spring of 2001.	A new CARS linked on-line admissions application was activated in December 2001 on the College's web site. X	X		
6. Acquire classroom, resources, and scheduling software. <i>Tom Ayers</i>	Technology Advisory Council (TAC) began review of classroom management software options.	Software was acquired to help advisors access a variety of student information. Implementation of online course scheduling is awaiting further consideration of faculty and staff. X	X		

<p>7. Organize periodic faculty discussion on the use of technology in education.</p> <p style="text-align: right;"><i>Ron Webb, Academic Concerns Committee</i></p>		<p>TAC is assessing the need for specific topics and the Assistant Dean is also assessing the need for future faculty development sessions.</p> <p style="text-align: center;">X</p>	X	X	
<p>8. Provide assistance for faculty members to develop technological tools and resources for teaching.</p> <p style="text-align: right;"><i>Ron Webb</i></p>	<p>Ongoing support has been provided through a technology grant. It is anticipated that more training can be expected through computer services. The Assistant Dean for Faculty Development is also developing more resources for faculty.</p> <p style="text-align: center;">X</p>	<p>The technology grant has expired. No specific funds are currently available to target this need.</p> <p>The Assistant Dean is assessing the need for future faculty development sessions.</p> <p style="text-align: center;">X</p>	X	X	X
<p>9. Incorporate technology in the workplace effectively.</p> <p style="text-align: right;"><i>Tom Ayers, Technology Advisory Council</i></p>	<p>Changed T-1 providers to improve Internet access service.</p> <p style="text-align: center;">X</p>	<p>Expanded Internet access bandwidth through installation of second T-1 line in August 2001.</p> <p style="text-align: center;">X</p>	X	X	X
<p>10. Consider restructuring the information technology department.</p> <p style="text-align: right;"><i>Blair Dowden, Ron Webb, Tom Ayers</i></p>	<p>Reassigned oversight of computing services area to VP for business; will review departmental structure again in two years.</p> <p style="text-align: center;">X</p>	<p>Computing Services was changed to Technology Services, a new support staff position was added, and a new Director of Technology Services was hired to begin July 1, 2002.</p>	X		

Objective Three: Enhance physical resources.

<p>1. Update Facilities Master Plan. Articulate to campus community how the priorities of the Facilities Master Plan are informed by the Strategic Long-Range Plan.</p> <p style="text-align: right;"><i>Tom Ayers, Council for Planning and Assessment</i></p>	<p>Decided to begin next Facilities Master Plan update process in January 2002.</p>	<p>The President appointed a Facilities Master Plan Task Force. The process of updating the Facilities Master Plan began in January 2002.</p>	X		
<p>2. Construct new science building.</p> <p style="text-align: right;"><i>Tom Ayers</i></p>	<p>Construction of the new science building is proceeding as planned.</p> <p style="text-align: center;">X</p>	<p>The new science building was substantially completed in May 2002.</p> <p style="text-align: center;">X</p>			
<p>3. Develop plans for use of Brenn Hall and renovate accordingly.</p> <p style="text-align: right;"><i>Tom Ayers, Ron Webb, Council for Planning and Assessment, Brenn Hall Renovation Committee</i></p>	<p>Planning for the renovation of Brenn Hall is proceeding as planned. The Brenn Hall Renovation Committee made its report in March 2001.</p> <p>FCC is developing a proposal for office assignments in the new science building and in Brenn Hall.</p> <p>Brenn Hall Design Committee was appointed. A report will be made in fall 2001.</p> <p style="text-align: center;">X</p>	<p>The Brenn Hall Design Committee completed its work in November 2001. Construction documents were prepared and the Board of Trustees formally approved moving ahead with the renovation at its January 2002 meeting.</p> <p style="text-align: center;">X</p>	X		

INITIATIVE FIVE – Pursue enrollment growth to 1300 (1150 FTE) by 2005.

Objective One: Target marketing messages to position Huntington College in upper academic tier of regional Christian colleges in regard to academic reputation and quality of programs.

<p>1. Enhance the Huntington College website. <i>Ned Kiser, Jeff Berggren, Marketing Task Force</i></p>	<p>A significant graphical upgrade was designed and implemented in October 2000. The primary new feature of this design is a series of new page banners that are different each time the home page is loaded and contain interactive elements.</p> <p>This new website design received the “Silver” Award of Excellence in January 2001 from Visual Xtreme, an independent website evaluation agency. It should be noted that HC did not apply for this recognition, but was given this award based upon Visual Xtreme’s unsolicited evaluation of our website.</p> <p>Plans are being made for developing a Macromedia Flash animation sequence and a web brochure component to enhance the appeal of the Admissions website. This 90-second high-impact presentation will add an exciting element to attract potential students and once again distinguish the HC site from that of our competition.</p> <p>The HC website has increasingly become a point of reference and a standard for comparison among peer institutions. The integration of website links in the new admissions CD-ROM helps to make the website and even more important “front door” for prospective students and their parents.</p> <p>The next major feature added to the website has been in the admissions area. Prospective students are now able to express their interests and then print out a full-color brochure customized to their interests. The brochure includes the curriculum of their proposed major, an article on a graduate from that program, an introduction to faculty in their area, and a welcome from their admissions representative. The prospect is able to print this custom brochure immediately on their color printer and then receive a four-color printed version of their brochure in the mail a few days later.</p> <p style="text-align: center;">X</p>	<p>The initial development of the web brochure was completed and the “Build-a-Brochure” web tool went live in January of 2002. Already, with little promotion, over 400 users have built a brochure. Updated publications and letter will highlight the brochure feature, which will significantly increase its use.</p> <p>The Huntington College website continues to be a point of reference and a standard for comparison among peer institutions. The website’s virtual tour has consistently been the most highly rated Christian college website on Cross Daily, a user-driven Christian website rating service. In addition, the website received a 2001-02 Golden Web Award from the International Association of Web Masters and Developers (IAWMD)</p> <p>A full-time media assistant has been hired to assist in designing and developing “outcome-oriented” content for the website.</p> <p>Julie Magrum, a graphic design major, has been hired as an admissions counselor and will contribute to visual upgrades of the admissions’ web pages.</p> <p>The on-line application has been significantly improved for prospective student use.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>
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<p>2. Review and revise the student admissions profile. <i>Jeff Berggren, Admissions Committee, Marketing Task Force</i></p>	<p style="text-align: center;">X</p>	<p>Data gathered from the financial aid and marketing analysis (summer/fall 2001) have assisted in the review and revision of the student admissions profile.</p> <p>A number of recruiting strategies targeting specific geographic, academic and economic populations have been implemented as a result of the 2001 analysis data.</p> <p style="text-align: center;">X</p>			
<p>3. Promote credentials of academic departments. <i>Jeff Berggren, Ron Webb, Marketing Task Force</i></p>	<p>An outside writer was hired to profile recent alumni from a variety of academic programs. These articles are posted on the web, used in printed publications and used in the web brochures.</p> <p>During the spring and summer, all presentations made to alumni and friends gatherings and to UB church conferences emphasized the academic credentials of HC's outstanding faculty. This issue is also featured in the new admissions CD-ROM.</p> <p style="text-align: center;">X</p>	<p>Music and Educational Ministries have 12 page, 4-color brochures emphasizing faculty credentials, student preparation experiences and alumni outcomes.</p> <p>The new Presidential Scholar process implemented in February 2002 had significant focus on academic departments.</p> <p>Several new department-specific visit days for prospective students were added in spring 2002.</p> <p>All presentations made to alumni and friends gatherings and to UB church conferences continue to emphasize the academic credentials of HC's outstanding faculty. This issue is also featured in the admissions CD-ROM and the website.</p> <p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>	<p style="text-align: center;">X</p>

<p>4. Establish stronger ties in Fort Wayne and Indianapolis markets. <i>Jeff Berggren, Marketing Task Force</i></p>	<p>A full-year counselor was assigned to the Fort Wayne area. High school visits have been increased in both cities. HC has enhanced contacts with Indianapolis YFC. A new billboard was placed just north of Indianapolis and south of Anderson on I-69.</p>	<p>The Office of Advancement has identified Fort Wayne and Indianapolis as the two key areas for cultivation and development for the next several years. The need for this emphasis was confirmed during the Advancement Office audit conducted in January. With Troy Irick newly appointed to the position of Managing Director of Development and Community Relations, our network with key individuals in these two key markets has been significantly strengthened.</p> <p>Several advertisements in magazines and other publications have been placed in these two areas. The new media assistant will be charged with placing numerous stories in the regional press regarding student and alumni outcomes with the goal of increasing awareness of HC and ultimately enrollment and giving.</p> <p>Enrollment and advancement have engaged in discussions on how to multiple and focus our efforts in the regional area.</p> <p>Prospective student interest from two key Christian high schools in Indianapolis is very strong. The applicant pool for fall of 2002 has featured breakthroughs in several key schools in the Indianapolis area.</p> <p>YFC connections continue to be nurtured and encouraged in these areas.</p>	<p>X</p>	<p>X</p>	<p>X</p>
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Objective Two: Increase and target financial aid.					
<p>1. Provide additional merit-based leadership scholarships. Seek funding sources for these scholarships.</p> <p style="text-align: right;"><i>Ned Kiser, Jeff Berggren Financial Aid Committee, Budget Council</i></p>	X	<p>Data gathered from the financial aid and marketing analysis (summer/fall 2001) has assisted in deciding how to increasing and where to target financial aid. Funding for the new Presidential Scholar process was accomplished primarily through the reallocation of existing financial aid.</p> <p>A new scholarship endowment has been established by a group of donors to provide financial assistance to an upper-class education major who is an outstanding student academically. This scholarship was established in honor of Huntington College graduates who were missionary teachers in Honduras.</p> <p style="text-align: center;">X</p>	X	X	X
<p>2. Target areas for increased financial aid.</p> <p style="text-align: right;"><i>Jeff Berggren, Financial Aid Committee, Budget Council</i></p>	X	<p>Data gathered from the financial aid and marketing analysis (summer/fall 2001) will assist in deciding how to increasing and where to target financial aid.</p> <p>A change in the Presidential Scholar process and the establishment of an incentive scholarship to file for financial aid will be implemented for the fall of 2002. This action was taken in response to the data analysis done by the consultant firm.</p> <p style="text-align: center;">X</p>	X	X	X

Objective Three: Cultivate campus climate of recruitment and retention.					
<p>1. Develop systems to identify “students most likely to enroll” (i.e. – siblings of current students, children of alumni, children of faculty/staff, Huntington County students, Church of the United Brethren in Christ students, Youth for Christ student leaders). <i>Jeff Berggren</i></p>	<p>Mailings were sent to a list of HC Ambassadors in UB churches developed by alumni/church relations office. A meeting with the HC Foundation Board is planned to discuss strategies focused on Huntington County students. The new CD-ROM was included in spring issue of HC magazine (15,000 copies).</p>	<p>The first Huntington County College Day is scheduled to take place in April and the new summer “Experience” conference for UB youth is scheduled to take place in July.</p>			
<p>2. Fund retention efforts after Lilly Retention Grant expires. <i>Jeff Berggren, Retention Council, Budget Council</i></p>		<p>The institutional budget for 2002-03 will fund a portion of the activities underwritten by the Lilly Retention Grant. The director of retention program duties has been combined with other enrollment responsibilities in the new position of assistant director of enrollment.</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>3. Encourage divisions and departments, in consultation with the Marketing Task Force, to develop strategies for establishing relationships with key constituencies. <i>Jeff Berggren, Ron Webb, Ned Kiser, Marketing Task Force, Department Heads</i></p>	<p>A Math Competition was hosted by the Math Department in Fall 2000 and Spring 2001; these events will be conducted annually. An Open House TV Broadcast was held by Communications Department; they will also host two open house programs annually. The Music Department hosted a music day for prospective students who contributed to a record enrollment of 13 incoming music majors (5 in previous year). The education department hosts an annual appreciation dinner for their “supervising teachers.”</p>	<p>The new Presidential Scholar process includes a significant portion of time spent by students and their families with faculty and alumni in their area of academic interest at HC. Additional departmental visit days were held in the spring of 2002. More are planned for the fall 2002 semester.</p>	<p>X</p>	<p>X</p>	<p>X</p>