

*A Commitment
To Excellence*



*Strategic
Agenda*

1999-2009

MOUNT

VERNON

NAZARENE

COLLEGE

Published

February 1999

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Executive Summary



Mount Vernon Nazarene College's past eight years have been guided by its strategic plan for the 1990s, *A Commitment to Excellence*, which was developed from the premise that true leadership combines strategic thinking and decisive action within the Christian framework of beliefs and values. This 1998 revision of *A Commitment to Excellence* builds upon our work during this decade and will serve as the College's guide through the first five years and beyond of the new millennium. As with the original document, Board of Trustees members and approximately 60 campus representatives were involved in the process that resulted in the 1998 revision. Appropriately, this process was adapted to assure that the results would represent the Christian foundations and responsibilities that are central to our institution.

The first two steps of the process reconfirmed our special vision for the future that is basic to our College's *raison d'être* and to our institutional values. Narrowing the focus of our vision to the next ten years, we reconfirmed our mission which clarifies our purpose and sets the stage for thinking of what must be done to work toward our vision. The results of the review of our vision, values, and mission were then distilled into guiding principles. Concurrently with the reassessment and renewal of our vision, values, mission, and guiding principles, we reviewed the history and present status of MVNC against the backdrop of social, economical, political, and technological forces, and within the context of our own institution, to identify forces that would have positive or negative impacts on our ability to meet our mission over the next ten years. The results of this collaborative analysis, review, thinking, and discussion were eleven strategic initiatives that focused, respectively, on:

1. ACADEMIC PROGRAMS, ON AND OFF CAMPUS;
2. CAMPUS FACILITIES;
3. TECHNOLOGY;
4. A SECURE FINANCIAL BASE FOR STUDENT ASSISTANCE AND ACADEMIC PROGRAMS;
5. THE QUALITY OF STUDENT LIFE;
6. CAMPUSWIDE MINISTRY AND MISSION;
7. SPIRITUAL RENEWAL, LEADERSHIP TRAINING, AND MINISTRY DEVELOPMENT;
8. FACULTY AND STAFF DEVELOPMENT;
9. INSTITUTIONAL COLLABORATION;
10. RECRUITING AND RETENTION OF STUDENTS; AND,
11. ENSURING FINANCIAL VIABILITY.

Each of the strategic initiatives includes a brief rationale, a statement of goals, and supporting strategic actions/objectives. The document concludes with notes clarifying both points of discussion and the spirit in which they are discussed. During November 1998, board committees will review the strategic initiatives for which they are responsible. The resulting draft of this document will then be presented to the Executive Committee of the Board for approval in December 1998. Implementation of the plan will start in January 1999. Because this is a strategic plan, it will be revisited regularly throughout the next decade to assure that changing contingencies are being addressed as we work together toward realizing our shared dream for Mount Vernon Nazarene College.



I. INTRODUCTION

Without doubt, the Mount Vernon Nazarene College strategic plan for the decade of the 1990s, *A Commitment to Excellence*, served as the decadal roadmap for the MVNC leadership team and the Board of Trustees. The eight original strategic initiatives, their goals and objectives, guided us in priority-setting and decision-making throughout the decade.

The institution's strategic plan for the 1990s, adopted by the Board of Trustees in November 1991, was reviewed in the 1994-95 academic year. Much of 1998 has been spent in revising the strategic initiatives, their goals and objectives. The driving force of the strategic planning processes during the 1990s was the conviction that decisive action needed to be taken during the decade if MVNC plans to enter the 21st century as a visionary, vital, and vibrant holiness institution of higher education.

Strategic thinking has been the mindset of MVNC's senior administrators throughout the decade. Dr. Margie Bennett, MVNC's Director of Institutional Research, former president of the Ohio Conference for College and University Planners, and former president of the Ohio Association for Institutional Research, was asked by the MVNC President in the middle of the decade to join the Administrative Cabinet. Her constant research on issues relating to MVNC continually informed the Cabinet as key decisions were being made, or recommendations were being shaped for consideration by the Board of Trustees,¹ and provided for us an ongoing SWOT analysis.²

Approximately seventy persons representing faculty, staff, alumni, students, and trustees participated in the planning process for the 1991 document, *A Commitment to Excellence*. The review process in 1994-95 involved approximately sixty persons as has the 1998 revision of MVNC's strategic agenda. Appropriate board committees will review, in November 1998, the strategic initiative for which the specific board committee is responsible. In December 1998, the Executive Committee of the Board of Trustees will approve the final draft of the revised document, *A Commitment to Excellence*, to serve as the strategic agenda for Mount Vernon Nazarene College, 1999-2009.

The pages that follow, and that make up the revised document, *A Commitment to Excellence*, provide all of us with the plan for continuing to move our vision forward into the 21st century. The following section, *A Decadal Vision*, focuses on the future... the dream of what Mount Vernon Nazarene College can become. The third section reaffirms our institutional values. The fourth section, *The Mission of Mount Vernon Nazarene College*, clarifies our current purpose, focusing on what has to be done now and in the near future to move us closer to the values and ideals as described in the vision. The vision, values, and mission for MVNC are then translated into section five, our *Guiding Principles* for all that we do, providing both avenues and parameters for our planning into the future.

Guided by these four "statements" and reviewing the results of the SWOT analysis, the sixth section identifies eleven critical initiatives that will need to be addressed strategically, recognizing the systems approach necessary for successful strategic planning and implementation. Each of the eleven strategic initiatives includes, first, a paragraph outlining the need for the initiative, followed by goal statements for the initiative, and, for most goal statements, specific strategic actions/objectives.

Some individuals will lament that the enclosed strategic plan is too aggressive; others will complain that it doesn't go far enough.

In the spirit of President John F. Kennedy's inaugural address on January 20, 1961, I say to trustees, faculty, staff, students, and alumni, "All of this [the strategic plan for the first decade of the new millennium] will not be completed in the first hundred days, nor will it be finished in the first thousand days, nor in the life of this administration... but let us begin."

In this spirit, I say, let us continue with steadfast resolve what has been launched in the decade of the 1990s. Let us begin the next decade with our full efforts focused straight ahead! We can—we must—become what even now is a dream. Again, straight ahead!



DR. E. LEBRON FAIRBANKS
President

¹A list of the research projects conducted by Dr. Bennett is provided in the appendix of the MVNC Self-Study. The research documents, themselves, are available for review.

²A review of the history and present status of MVNC, and a candid assessment of the internal (Strengths and Weaknesses) and external (Opportunities and Threats) factors that will affect how well MVNC can work toward its mission over the next five years.

II. A DECADAL VISION

At the beginning of the decade of the 1990s, the MVNC President shared a vision statement with the campus community for reflection and discussion. The resulting, shared vision statement was embraced by the Board of Trustees in November 1991. This vision has been a driving force for Mount Vernon Nazarene College for decade of the 1990s. The vision statement is included in faculty and staff handbooks, and is shared with the campus community at appropriate times throughout each year.

As we have reviewed the statement, we concluded that the vision remains. Strategic initiatives throughout the decade have addressed these issues and themes. However, much work needs to be done if MVNC is to more clearly reflect, during the next ten years, the dream articulated in the vision statement.

Thus, with renewed determination, increased passion, and a clearer perspective on this institution and its needs, we again state forthrightly our shared vision for Mount Vernon Nazarene College as we enter the first decade of the twenty-first century.

OUR VISION FOR MVNC REMAINS...

- That MVNC enters the 21st century as an outstanding liberal arts and professions-oriented higher educational institution within the Wesleyan evangelical tradition...
- That expanded and creative graduate and undergraduate academic programs reach and prepare an increasingly diversified student body...
- That the campus spirit and environment enable the students to learn and grow, to witness and worship...
- That faculty and staff view their work, collectively and individually, as a sacred calling, and function in individual assignments out of a profound commitment to biblical principles, Christian values, and our theological traditions...
- That students embrace a holiness lifestyle in their lifelong pursuit of vocational excellence, personal growth, Christian service to God and humankind, a global perspective, and Christian world view...
- That MVNC shapes servant leaders who will make a difference in the 21st century!

our
VISION

III. VALUES UNDERLYING THE MVNC FAITH COMMUNITY

For This We Stand...

*A*FFIRMATION 1

WE LOVE GOD;
THEREFORE, WE SEEK
TO EXPRESS THESE
FOUNDATIONAL VALUES:

1. A worshipping community
2. A biblical faith
3. A Christlike lifestyle
4. A holiness ethic
5. A global mission
6. A creation vision

*A*FFIRMATION 2

WE RESPECT OTHERS;
THEREFORE, WE STRIVE
TO PRACTICE
THESE BEHAVIORS:

1. A magnanimous spirit
2. A servant mentality
3. A trustworthy character
4. A positive influence
5. A courteous response
6. A giving motivation
7. An appreciative attitude

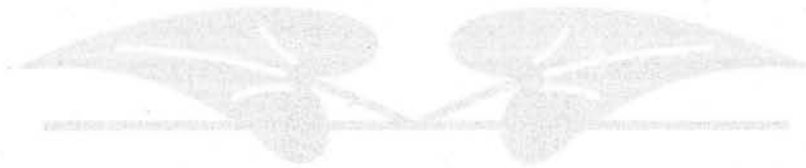
*A*FFIRMATION 3

**WE BELIEVE IN
PERSONAL RESPONSIBILITY;**
THEREFORE, WE SET THESE
EXPECTATIONS FOR STUDENTS:

1. An inquisitive mind
2. A disciplined schedule
3. A modest attire
4. A balanced diet
5. A physical fitness commitment
6. A reliable word
7. A lifelong learning and growth perspective

(For more detail, see Note No. 5, pages 38-41)





IV. THE MISSION OF MOUNT VERNON NAZARENE COLLEGE

Mount Vernon Nazarene College seeks to (1) provide a rigorous academic program that encourages scholarship, critical reflection, and problem-solving; (2) promote a distinctively Christian lifestyle within the Wesleyan evangelical tradition; and (3) offer a supportive environment that inspires students to achieve their highest potential spiritually, intellectually, socially, and physically as they prepare for careers and for meaningful service to God and humankind wherever their vocational choices under the leadership of God take them.

This mission is fulfilled through campus experiences that personalize communication, living, and learning and is implemented through traditional and non-traditional programs leading to associate, baccalaureate, and graduate degrees.

V. GUIDING PRINCIPLES OF MOUNT VERNON NAZARENE COLLEGE

FOCUS OF PURPOSE:

WE PURPOSE TO GLORIFY GOD AND TO WEAVE THE BIBLICAL CONCEPT OF GOD INTO ALL THAT WE DO. TO ACCOMPLISH THIS, WE WILL:

- 1) Approach every assignment and responsibility from a Christian perspective.
- 2) Elevate the chapel services to the focal point for the entire Mount Vernon campus.
- 3) Reflect the ideals and beliefs of the Church of the Nazarene in everything that is done.

FOCUS OF ASSETS:

WE, THE PEOPLE OF MVNC, ARE THE ORGANIZATION'S MOST VALUABLE EARTHLY RESOURCE. WE ARE ESSENTIAL TO THE SUCCESS OF THE ORGANIZATION. THEREFORE, WE WILL:

- 1) Relate to each administrator, faculty, and staff member humbly, patiently, gently, and be supportive of one another in Christian love. (*Ephesians 4:2*)
- 2) Coordinate, with appropriate academic or administrative personnel, assignments and responsibilities which cross administrative lines.
- 3) Commit ourselves to the pursuit of lifelong personal and professional growth.
- 4) Reflect competence in the performance of each person's specific assignment.
- 5) Provide facilities, equipment, and training for faculty and staff which will enable them to perform their assignments with efficiency and effectiveness.
- 6) Strive for quality internal communication and strengthen interdepartmental relationships.
- 7) Encourage innovation and creativity consistent with the institutional mission.

FOCUS OF COMMITMENT:

WE ARE A SERVICE ORGANIZATION AND MUST BE CUSTOMER-FOCUSED. WITHOUT THE CUSTOMER, WE CEASE TO EXIST. THEREFORE, IN PROVIDING A QUALITY CHRISTIAN LIBERAL ARTS EDUCATION, WE WILL ENDEAVOR TO:

- 1) Provide outstanding service to students, their parents, pastors, and friends.
- 2) Develop strategies, plans, and programs based on institutional constituency research, evaluation, and analysis.
- 3) Provide the personnel (faculty and staff) to increase effectiveness and efficiency in reaching the institutional mission and vision.
- 4) Establish student housing and activity facilities which enhance the quality of student life on campus.
- 5) Provide quality communication and build relationships with our customers.

VI. STRATEGIC INITIATIVES

Strategic Initiative No. 1

STRENGTHEN, DIVERSIFY, AND EXPAND ACADEMIC PROGRAMS ON AND OFF CAMPUS.

The first decade of the new millennium on the MVNC campus will be characterized by the twin thrusts of strengthening the traditional undergraduate residency academic programs while at the same time diversifying and expanding our academic programs on and off campus. In order to further strengthen the residency program on campus, while acknowledging the changing demographics and opportunities to serve an increasingly growing adult population seeking educational opportunities on a part-time basis, MVNC will:

1. **Strengthen the Christian distinctiveness of the College's curriculum and programs.**
 - a. Continue to strengthen the curriculum, including courses, components of courses, and the teaching of the General Education Core, to reinforce a systematic understanding of and an appreciation for a Christian world view by students in both traditional and nontraditional degree programs.
 - b. Continue to strengthen the curriculum, including courses, components of courses, and the teaching of courses in major disciplines to further encourage the integration of each discipline's content with a Christian world view.
2. **Strengthen the General Education Core of the College.**
 - a. Develop a benchmark strategy for reviewing and evaluating the College's present General Education Core program.
 - b. Develop the General Education Core of the College to bring it into line with leading Christian liberal arts colleges for both traditional and nontraditional programs.
3. **Strengthen the academic programs currently being offered.**
 - a. Continue to conduct appropriate and periodic reviews of all undergraduate and graduate programs on a rotating basis following the master plan for review and evaluation.
 - b. Develop more effective ways to respond to the findings of program reviews.
 - c. Assure faculty work loads are appropriate for a teaching institution with particular attention given to the following:
 - 1) A student/faculty ratio of between 17:1 and 18:1.
 - 2) Reduction of the size of larger classes, particularly in freshmen courses.
 - 3) Committee responsibilities and other non-classroom responsibilities.
 - d. Identify specific programs to develop, including but not limited to the following:
 - 1) the Social Work Department,
 - 2) the Honors Program,
 - 3) the Semester Abroad Programs.
 - e. Design and implement a comprehensive faculty assessment program.
 - f. Develop strategies to assist faculty development in 6 key areas:
 - 1) Teaching effectiveness,
 - 2) Technology application to instruction,

- 3) Academic leadership skills,
 - 4) Academic advising and student relations,
 - 5) Scholarly activity appropriate for a teaching institution including continued support for graduate degree completion to increase the number of doctorally prepared faculty,
 - 6) Funding for travel and professional memberships.
- 4. Diversify and expand academic programs on/off campus.**
- TRADITIONAL PROGRAMS:**
- a. Explore ways to collaborate with other colleges to expand and diversify through articulation agreements.
 - b. Strengthen and expand both special and regular course offerings in the January term.
 - c. Explore academic program options in which strong interest has been expressed by parents and prospective students.
 - d. Expand opportunities that are available for both faculty and students through the Coalition for Christian Colleges and Universities.
 - e. Expand study abroad opportunities for students and find ways to support students who participate with special attention to semester abroad possibilities.
 - f. Offer online courses to augment and supplement traditional course offerings.
- NON-TRADITIONAL PROGRAMS:**
- a. Study the feasibility of offering a baccalaureate degree-completion program for ministers.
 - b. Revise the existing programs (degree and certificate) in response to the new requirements for continued clergy status in the Church of the Nazarene.
 - c. Explore other degree-completion programs to meet needs in other disciplines.
 - d. Explore the possibility of establishing additional off-campus sites which would offer current and new programs.
 - e. Offer online courses, and possibly a degree program online via the Internet, and particularly explore the possibilities for joint collaboration with sister colleges and universities.
- GRADUATE PROGRAMS:**
- a. Develop a non-traditional Master of Business Administration program and/or another business-related degree.
 - b. Revitalize the Master of Ministry and Master of Arts in Education programs through innovative delivery and curricula enhancement.
 - c. Study the feasibility of developing a Master's degree in Counseling program that is distinctively Christian and biblically based in its approach.
5. **Enhance current programs to expand opportunities for faculty and students to participate in national and international cultural activities:**
 - a. Locate external funding to underwrite the costs of foreign travel for faculty and students.
 - b. Review faculty and student exchange programs now in place in various world areas.
 - c. Provide students with information about the Peace Corps, Nazarenes in Volunteer Service, and similar organizations that offer cross-cultural experiences and that lead to eventual assistance with graduate study.
 6. **Strengthen the academic culture by establishing a Scholar/Artist-in-Residence Program to bring distinguished faculty to campus for a semester or academic year to offer special courses not now part of the regular curriculum and to interact with MVNC students and faculty through dialog about contemporary social and scientific issues, etc.**
 - a. Seek funds to establish an endowed chair or other fund for this purpose.
 - b. Identify scholars/artists/scientists to participate in the program.
 7. **Position EXCELL to be responsive to the broadest context of innovative, nontraditional and graduate programs, including online courses. (See Strategic Initiatives Nos. 3 and 10.)**
 8. **Explore expanded opportunities for the campus radio station, WNZR, including but not limited to, the following:**
 - a. Strengthen the relationship of WNZR to the academic purposes of teaching and learning.
 - b. Examine the mission statement of WNZR and the purpose of the radio station.
 - c. Review assumptions regarding the organization and methods to assure success.
 - d. Investigate an increase in transmitter power for a broader base of influence.
 - e. Seek additional ways to fund the radio station while maximizing the current funding strategies of underwriting and annual fund-raisers.
 - f. Review the programming of the station including music format and other aspects of how the radio station positions itself in the region.

Strategic Initiative No. 2

CONTINUE THE DEVELOPMENT OF MVNC'S CAMPUS TO PROVIDE FACILITIES CAPABLE OF SERVING THE NEEDS OF A TRADITIONAL UNDERGRADUATE PROGRAM CONSISTENT WITH STUDENT ENROLLMENT PROJECTIONS, AS WELL AS FOR OTHER DIVERSE EDUCATIONAL PROGRAMS.

At the beginning of the decade of the 1990s, numerous research projects all affirmed the beauty of the MVNC campus and the spaciousness of its facilities. Parallel to the unanimous compliments regarding the beauty of the campus facilities were negative comments regarding the limitations of the library, and the lack of an adequate student center. Gratefully, the beautiful Thorne Library/Learning Resource Center was dedicated in 1997. Additional academic buildings, faculty and staff offices, and student housing will be needed. Adequate student/physical fitness/wellness center(s) must be constructed in the first half of the next decade if MVNC is serious in its commitment to enhancing the quality of life for the entire campus community. Therefore, MVNC will:

1. **Insure sufficient classroom space, and the accompanying office space for faculty and staff, to provide for a traditional undergraduate enrollment of full-time students consistent with institutional enrollment projections.**
 - a. Renovate the campus center to provide academic classrooms, faculty offices, and some offices for the Enrollment and Student Services Division.
 - b. Construct a facility to house the Family and Consumer Science Department.
 - c. Construct a classroom building to house the Religion and Philosophy Division and serve as a conference center, including EXCELL administrative offices.
 - d. Move the Language, Literature, and Communication Division to the suite of offices vacated by the Religion and Philosophy Division (see 1-c above).
 - e. Link all campus facilities, including classrooms and faculty offices, electronically for efficient access to and exchange of relevant information related to academic and administrative support at MVNC.
 - f. Renovate Faculty Hall and enlarge Regents Hall to meet the growing needs of the Natural Sciences and Social Sciences divisions.
 - g. Renovate and convert Founders Hall into an administration building upon completion of 1-c and d above.
 - h. Renovate Lakeholm Administration Building into an Alumni House which would also house the offices of Institutional Advancement consistent with 1-g above.
2. **Increase student quality of life on campus by expanding student gathering spaces, providing for physical fitness opportunities, and increasing housing accommodations to meet enrollment projections.**
 - a. Construct a free-standing campus union/student center to include student activity areas, conference rooms, SGA offices, Student Services offices (e.g., counseling, career, and health offices), storage, bookstore, and snack bar areas.
 - b. Enlarge, connect, and construct a campus wellness center to include a gym shell with increased seating capacity, weight room, handball/racketball courts, aerobic room(s), booster club/alumni room, training room, and locker rooms.
 - Option to 2a/2b above: Construct a free standing campus union/wellness center to include wellness component functions, student/campus commons area, activity areas, student services functions (e.g. healthcare, counseling, etc.) and a gymnasium with a seating capacity for 3,000.]
 - c. Construct additional resident apartments and/or student dorms, consistent with projected traditional undergraduate enrollment growth, and with the 70% ratio of resident students to traditional undergraduate enrollment.
 - d. Expand student gathering space and opportunities on campus.
3. **Review and update yearly the campus master plan giving appropriate and necessary attention to the repair and renovation of existing buildings, improving athletic facilities, the impact of major campus facilities upon the environment, and the aesthetic quality of the campus.**
 - a. Repair and/or renovate existing buildings as necessary to avoid deferred maintenance including the air conditioning of all classrooms.
 - b. Give careful attention to maintaining and preserving the natural beauty of campus, including the green spaces and the grove, so as to utilize the green space in ways that promote fellowship and interaction among members of the campus community.
 - c. Provide adequate parking with attention to both convenience and aesthetics. Consideration should be given to relocating some parking areas. Traffic flow throughout campus should be routed with care to avoid potential future construction sites.

- d. Relocate and upgrade McCougar Field to provide for future student housing development. Modify Cougar Drive to improve traffic flow and to upgrade baseball field for expanded seating. Construct tennis courts. Relocate and upgrade soccer fields.
 - e. Ensure that energy conservation is a priority in all new construction and renovation projects.
 - f. Reconfigure and develop a primary entrance to the campus from Martinsburg Road.
 - g. For long-term strategic planning and development, aggressively explore ways to expand the total acreage of the MVNC campus.
 - h. Work with appropriate individuals at the state, county, and institutional levels to improve the frontage of the Kokosing River on the MVNC property.
4. Plan for off-campus facility needs, as necessary, as related to potential program expansion in other areas in the State.

Addendum to Strategic Initiative No. 2

CAPITAL NEEDS FOR 1999-2009

IMMEDIATE (1-4 YEARS)

- ✎ Renovate the Campus Center to provide academic offices and some offices for Student Services. Academic classrooms must be interconnected with technology resources campuswide.
- ✎ Construct an academic building to include adequate space for the Family and Consumer Science Department.
- ✎ Build additional residential apartments and/or student dorms as needed.
- ✎ Link all campus facilities electronically for efficient access to and exchange of information.
- ✎ Insure sufficient classroom space (and accompanying space for faculty and staff) for a traditional undergraduate enrollment of full-time students consistent with institutional enrollment growth projections, with specific attention given to departments teaching a larger number of general education core courses.
- ✎ Renovate Faculty Hall to insure that facilities maximize teaching/learning effectiveness, with attention given to the science laboratories.
- ✎ Relocate McCougar Field to include adequate seating.

INTERMEDIATE (4-7 YEARS)

- ✎ Construct a free-standing campus union/student center to include student activity areas, conference rooms, SGA offices, Student Services offices (e.g., counseling, career, and health offices), storage, bookstore, and snack bar areas.
- ✎ Enlarge, connect, and construct a campus wellness center to include a gym shell with increased seating capacity, weight room, handball/racketball courts, aerobic room(s), booster club/alumni room, training room, and locker rooms.
[Option to above: Construct a free standing campus union/wellness center to include wellness component functions, student/campus commons area, activity areas, student services functions (e.g. healthcare, counseling, etc.) and a gymnasium with a seating capacity for 3,000.]
- ✎ Construct a classroom building to house the Religion and Philosophy Division and serve as a conference center, including EXCELL administrative offices.
- ✎ Insure adequate parking for campus expansion.
- ✎ Enlarge Regents Hall to meet the growing needs of the Natural Sciences and Social Sciences divisions.

LONG RANGE (7-10 YEARS)

- ✎ Enlarge and renovate Founders Hall into the MVNC Administration Building.
- ✎ Reconfigure/develop a primary entrance to campus on Martinsburg Road.
- ✎ Renovate the Lakeholm Building into an Institutional Advancement/Alumni House.

Strategic Initiative No. 3

BECOME (AND REMAIN) CURRENT WITH TECHNOLOGICAL DEVELOPMENTS THAT WILL HELP MVNC ACCOMPLISH ITS MISSION.

Mount Vernon Nazarene College is committed to providing the necessary technological resources to students, staff, and faculty to enable them to achieve higher levels of scholarship, learning, instruction, collaboration, and service. Tension will exist as the institution attempts to balance accessibility to resources via technology, quality, service, and low cost. We cannot equip every person on campus with everything he or she desires technologically. The institution will seek the appropriate balance between work done in isolation at a computer and the academic and social benefits that come through group process in the classrooms. Therefore, in a responsible attempt to equip the campus community with critical technology resources, to work within cost constraints, and to provide the balance for individual and group teaching/learning opportunities, MVNC will:

1. **Give special attention to technology needs for instruction, research, and classroom effectiveness.**
 - a. Equip classrooms with a networked multimedia projection system and establish a replacement schedule to keep these machines current.
 - b. Modify lighting, seating, projection screens and blackboard locations, and other physical and environmental classroom factors needed to insure effective use of multimedia projection equipment.
 - c. Create an Instructional Technology Center with materials/equipment/personnel to aid faculty in the effective integration of technology into the classroom and with the development of instructional applications.
2. **Discover ways to maximize the use of the Internet.**
 - a. Create a unique and functional web site for marketing the College to the rest of the world.
 - b. Explore the uses and define the objectives for the College's Internet web site.
3. **Develop a fully-functioning and effective network.**
 - a. Provide appropriate network access to every on-campus student. Within this context, MVNC will reserve the right to limit access to sites or materials on the Internet and the internal network consistent with its mission and values as a Christian institution.
 - b. Provide appropriate network access to every commuter and non-traditional student.
 - c. Continue to upgrade/expand the campuswide network and Internet connection to provide for adequate response time to facilitate the use of the services being offered/used.
 - d. Create a fully functional Intranet to aid with internal communication and research among the institution's staff, faculty and students.

4. **Organize and staff a technology team to efficiently and effectively service the campus community with support and training.**
 - a. Create a centralized help desk with adequate support staffing to provide answers to technical questions and to respond in a timely fashion to problems and inquiries outside of the support center.
 - b. Continue to expand easy (web-based or GUI-based) access to administrative computer data.
 - c. Deploy a computer security strategy that enables the campus to maximize the positive contributions of the internal network.
 - d. Establish a disaster prevention/recovery strategy that is cost conscious and minimizes institutional risk.
 - e. Develop and implement a replacement schedule to keep machines at an appropriate functional level for campus needs and applications.
 - f. Review current operations in light of network capabilities to maximize institutional effectiveness (i.e. file management, data storage/archiving, document imaging, and an Intranet for posting handbooks and other institutional documents).

5. **Review current organizational structures – committees, advisory council, etc. – and determine the best processes to oversee campus technology endeavors.**
 - a. Review the effectiveness of the standing Technology Advisory Council (TAC) which was formed to advise on matters involving technology issues confronting MVNC.
 - b. Consider establishing a standing committee to review the legal issues related to deploying the above stated technologies and make recommendations concerning existing “due diligence” court cases, and issues like copyright, libel, privacy, etc.
 - c. As necessary, explore restructuring options for technology departments (i.e. Chief Knowledge Officer, Chief Information Officer).

6. **Review the current method of funding technology needs and investigate additional and alternative ways to fund this initiative, including grants.**

7. **Investigate the possibility of collaborating and networking with sister institutions.** (See Strategic Initiative #9.)
 - a. Continue to investigate and expand services to aid in electronic collaboration with sister institutions via course and program offerings as well as professional development and library resources.
 - b. Discover ways electronic collaboration can be used both for enhancing our internal communication among MVNC faculty, staff, and students as well as in collaboration with other colleges and universities worldwide.

8. **Continue to explore/expand/review the electronic delivery of courses.**

9. **Develop and implement procedures to insure ethical use of technological resources and minimize negative social impact.**
 - a. Develop ergonomic standards for technology use in classrooms, labs, offices and other locations. These would include factors such as lighting, seating, etc. to minimize health hazards such as repetitive strain injuries.
 - b. Develop academic standards for use of the Internet and other electronic materials for research to promote discovery of current, relevant material, but avoid materials that have not been validated.
 - c. Develop a strategy to train faculty, staff and students on both the benefits and drawbacks of Internet use including content that has not been validated, pornographic or other offensive content, addictive behavior and other hazards.
 - d. Review the general education core to insure that students are obtaining necessary skills in the effective use of new technologies and an awareness of the unique ethical issues and social impact of technology.

10. **Present to the MVNC president, by June 1, 1999, through the Technology Advisory Committee, a multiple-year implementation timeline for the above technology initiative goals.**

Strategic Initiative No. 4

PROVIDE A SECURE FINANCIAL BASE FOR STUDENT FINANCIAL ASSISTANCE, CAPITAL PROJECTS, AND EXPANDED ACADEMIC PROGRAMS AND PERSONNEL.

Recognizing that the years 1999-2009 are crucial to the continued success and expansion of Mount Vernon Nazarene College, it is imperative that MVNC give priority to generating revenues sufficient to meet the capital and endowment needs outlined in this strategic plan. Therefore, MVNC will:

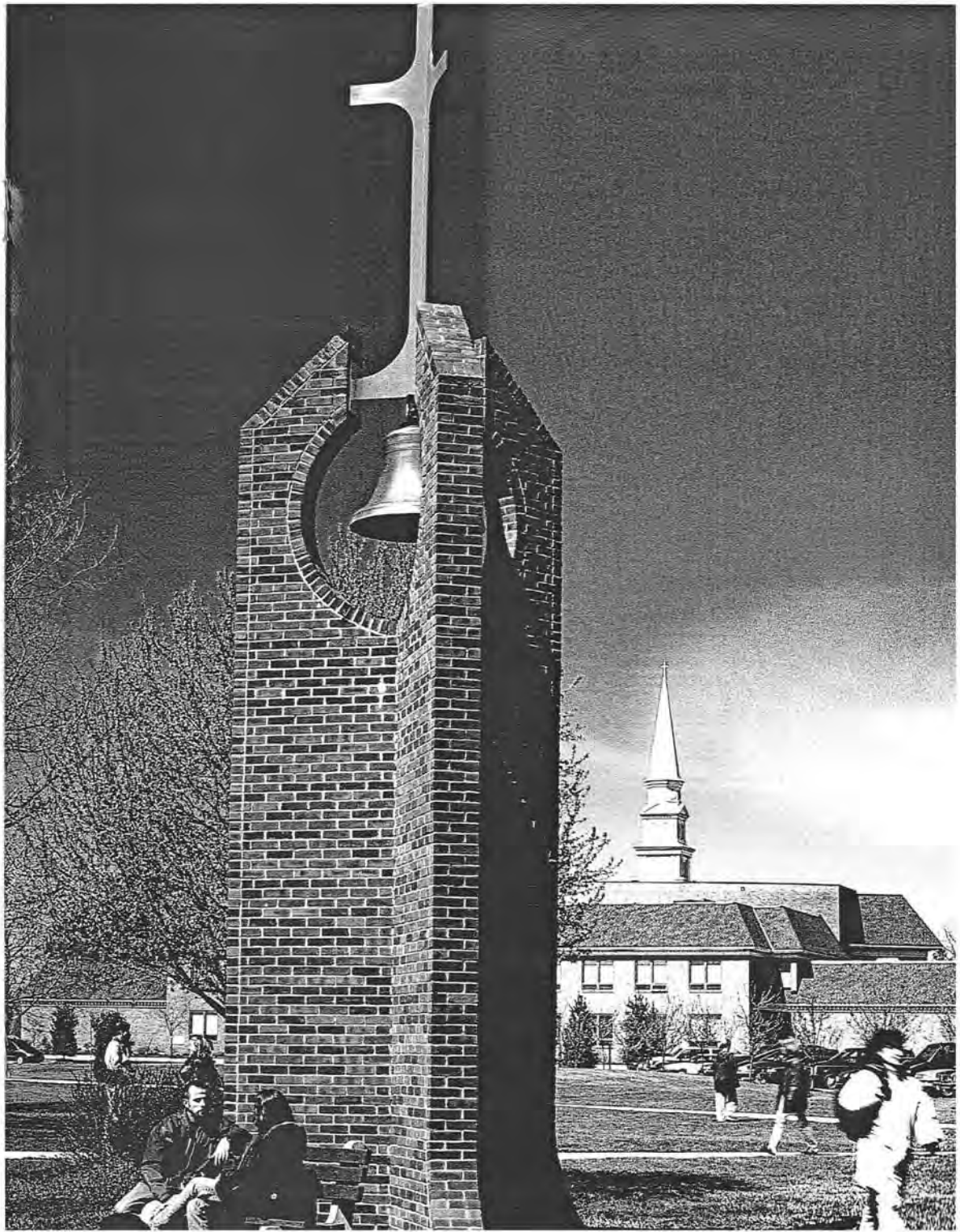
1. **Build and maintain an endowment equal to 10 million dollars to enable students access to an MVNC education.**
 - a. Develop and implement strategies to make the constituency aware of the purpose and benefit of the MVNC scholarship endowment fund.
 - b. Utilize the MVNC Foundation as a fund-raising vehicle for access scholarships.
 - c. Target specific constituent segments for endowment development.
 - 1) One million dollars in CSA Endowment
 - 2) Two million dollars in Ministerial Scholarship Endowment
 - 3) Seven million dollars in General Endowment
2. **Identify and implement plans to secure a minimum of 16 million dollars in funds necessary to complete the capital projects scheduled between 1999-2009.**
 - a. Increase personal contacts with individuals, corporations, and foundations for support of capital projects.
 - b. Identify and research potential major donors for cultivation and solicitation of gifts for approved capital projects.
 - 1) Completion of Campus Center renovation
 - 2) Family & Consumer Science Building project
 - c. Identify and research potential major donors for cultivation and solicitation of gifts for proposed capital projects.
 - 1) Expanded space for student activities, athletics, and wellness.
 - 2) Religion and Philosophy Division classroom and conference center, including EXCELL administrative offices.
 - 3) Conversion of Founders Hall into the MVNC Administration Building.
 - 4) Renovation of Lakeholm Building into Institutional Advancement/Alumni House.
3. **Develop fund-raising plans designed to increase giving from all MVNC constituent groups.**
 - a. Increase the payment of educational budgets regionally to 90 percent.
 - b. Increase annual fund by 3 percent.
 - c. Increase alumni giving to 10 percent.
 - d. Increase donor base by 25 percent.
 - e. Increase matching gift contributions to 1% of annual revenue.
4. **Encourage planned giving by making professional estate planning services available to MVNC constituents.**
 - a. Hire additional Institutional Advancement staff in the areas of planned giving and estate planning.
 - b. Increase the constituency awareness of planned giving and estate planning opportunities.
 - 1) Churches
 - 2) District Assemblies
 - 3) Pastor's Retreats
 - 4) Lay Retreats
 - 5) On/Off Campus Seminars
 - c. Target specific individuals for cultivation and solicitation of planned gifts.
 - 1) *Fellowship of the Magnificent Concern* membership to 500.
 - 2) Process/prepare 200 instruments annually.

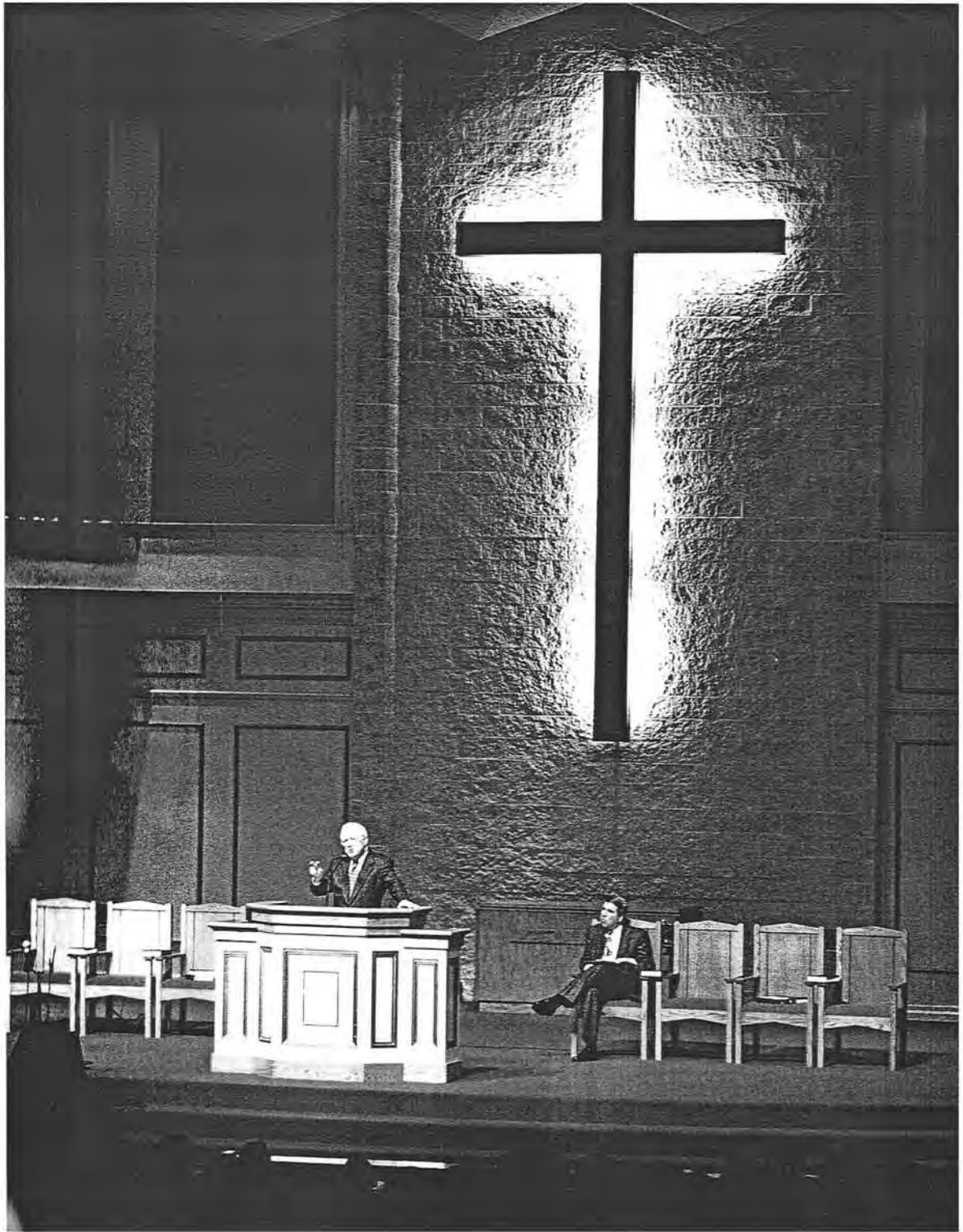
5. **Expand opportunities for MVNC constituents to become involved in the life and ministry of the college.**
 - a. Take advantage of MVNC special activities as a means of involving churches, alumni, and friends in the life of the College.
 - 1) Lecture Artist
 - 2) Chapel
 - 3) Sports events
 - 4) Homecoming
 - 5) Festival of Joy (Sr. Adult Day)
 - b. Conduct annual alumni gatherings in targeted areas on and off the MVNC educational region.
 - c. Create and implement a series of new programs and events designed to bring MVNC constituents to our campus.
 - 1) Parents weekend
 - 2) Elder Hostel programs
 - 3) Others, as feasible
 - d. Coordinate trips abroad for alumni and friends of the College.
6. **Increase communication with all MVNC constituent groups.**
 - a. Develop a media plan designed to strategically communicate MVNC's mission and message.
 - b. Introduce a newly designed *Communicator* in the Fall of 1998 to include four quarterly issues and an annual report in the summer. The *Communicator* will be supplemented with a donor newsletter and an alumni newsletter.
 - c. Utilize the MVNC web site as a means of communicating with constituents by placing electronic copies of newsletters, the *Communicator*, and press releases.
 - d. Produce a general information video to inform, persuade, and educate in the field.
7. **Establish an integrated marketing program for MVNC.**
 - a. Implement a campuswide marketing program to be coordinated by the Office of Institutional Advancement.
 - b. Create a campuswide marketing plan to include a promotional calendar, goals, and timelines for implementation.
 - c. Strengthen MVNC's image by developing publication guidelines and themes to be used in all sectors of campus.

4. **Provide for student development and growth through empowerment and involvement in appropriate programs and activities.**
 - a. Promote opportunities for growth and development through the following strategies:
 - 1) Increase student involvement in the Judicial Council system and the Student Government Association.
 - a) Continue to evaluate and expand the opportunities for students to participate in ad hoc campus committees (e.g., Campus Life Council ad hoc committees) assigned to develop programs and study campus issues.
 - b) Evaluate the Judicial Council systems to monitor processes to insure fairness, understanding, and student growth.
 - 2) Strengthen student involvement in campus governance.
 - Involve the Director for Campus Life in the procurement of campus facilities and resources for student programming and activities.
 - 3) Expand student leadership in residential life.
 - 4) Continue to utilize baseline disciplines for consistent discipline procedures.

5. **Improve the inclusiveness and acceptance of the College's atmosphere. Special attention will be given to the provision of support systems for international students, gender equity, racial and ethnic minority students, and students with special needs.**
 - a. Continue to give special attention to recruiting appropriate minority role models as faculty and staff positions become available.
 - b. Design and implement additional programs and activities that enhance the campus community's appreciation for gender equity, and racial and ethnic diversity (as suggested in Strategic Initiative No. 10).
 - 1) Target multicultural experiences (especially for non-education majors who don't have required field experiences) for students early in their college career.
 - 2) Enhance diversity programming through chapels, residence hall presentations, etc.
 - 3) Collaborate through the Academic Division, Spiritual Life Division, and Enrollment and Student Services Division to develop programs which enhance student tolerance and awareness of multicultural issues.
 - 4) Expand exposure of students, staff, and faculty to special speakers and role models who represent minorities and individuals with special needs.
 - 5) Increase frequency of bringing disabled students to campus for increased interaction with students.
 - 6) Hire a minority admissions counselor.
 - 7) Continue to enhance and expand the support systems for international students and students with special needs.
 - 8) Implement gender equity plans for intercollegiate athletics.

6. **Review and improve the processes related to campus community development, establishment of college lifestyle expectations, shared values, and student discipline.**
 - a. Conduct ongoing assessment of discipline processes through surveys, focus groups, and student interviews.
 - 1) Review orientation programs and linkages with parents.
 - 2) Establish a transfer student summer orientation program.
 - b. Expand communication and collaboration between the Division of Enrollment and Student Services and other college divisions for the improvement of student support and services with special emphasis placed on the new student orientation and retention activities.
 - Develop seamless processes that integrate enrollment and student services functions for supporting retention needs (e.g., housing, admissions, orientation, etc.) on campus.
 - c. Enhance communication with the College's church constituency regarding the goals of enrollment and student services and the overall mission of the institution.
 - 1) Host pastors and other constituents (business leaders, laity, etc.) to gain feedback on the Enrollment and Student Services Division through sponsored campus activities.
 - 2) Explore the need for an admissions counselor in residence for West Virginia and Eastern Kentucky.
 - 3) Coordinate with Church Relations and Alumni Services to sponsor off-campus focus groups to provide input for improving constituent communications with the Enrollment and Student Services Division.
 - d. Develop a customer service task force to review processes for efficiency and effectiveness.





Strategic Initiative No. 6

EQUIP THE ENTIRE CAMPUS COMMUNITY FOR A LIFESTYLE OF MINISTRY AND MISSION.

Christian life and growth is at the heart of the mission of Mount Vernon Nazarene College. It is our commitment that the campus community be challenged to (1) believe they can make a difference for Christ, regardless of their vocational choice; (2) view themselves as world Christians with a global commission; and (3) live their lives to the glory of God following graduation wherever their vocational assignment takes them. To facilitate these emphases and to confront the campus community with these "critical differences" in the 21st century, MVNC will:

1. **Strengthen faculty, staff and student involvement in the chapel program.**
 - a. Encourage involvement and visibility of faculty, staff, and administration in chapel attendance and participation through preaching, singing, testifying, praying, and the use of other gifts.
 - b. Increase involvement of the chapel committee to offer suggestions for chapel speakers, musicians, or other types of ministry forms and topics which would benefit the campus community.
2. **Develop accountability and Christian community through small group ministries and Bible studies.**
 - a. Ensure visibility of the numerous ministry groups that already exist on campus.
 - b. Increase awareness of and provide training programs and materials for the starting and maintaining of small group Bible studies, covenant groups, and prayer ministry.
 - c. Implement a Bible study strategy that will encourage students in an individual study of the Word on a daily basis.
 - d. Encourage marriage enrichment for faculty, staff, students, and administration. This would include ministry to married, engaged, pre-engaged, and dating couples.
3. **Coordinate and promote ongoing ministries of the campus community.**
 - a. Affirm the ministry groups already organized on campus.
 - b. Explore opportunities to add new ministries as needs arise.
 - c. Provide the personnel, training, and resource materials to strengthen campus outreach ministries.
 - d. Increase MVNC presence at rest homes, jails, hospitals, retirement centers, and compassionate ministry centers locally, regionally, and nationally.
 - e. Plan a yearly emphasis on the MVNC campus highlighting mission and ministry opportunities.
4. **Create, coordinate, and promote ministry events for the East Central Region.**
 - a. Encourage administrators, faculty, staff and students to attend mission and ministry conferences sponsored by the Church of the Nazarene and other organizations.
 - b. Sponsor mission trips for high schoolers each summer and encourage college students to act as a support team.
 - c. Coordinate work and witness projects each year during the College's spring break. Trips will be open to any student, faculty, staff, or administration member.
 - d. Cooperate with NYI Ministries, Nazarene Compassionate Ministries, and other Christian Colleges through participation in College and University Students Serving and Enabling (CAUSE), the Kurt Finkbeiner Fast, and other mission and ministry opportunities.
5. **Expand MVNC's global mission by focusing on key ministries in world areas for the Church of the Nazarene.**
 - a. Refine strategy for long-term involvement in Hungary.
 - b. Explore possibilities for long-term involvement in other world areas.
 - c. Suggest addition of other world areas already impacted (or ministered to).
6. **Develop annually a spiritual/moral profile of MVNC students to address spiritual needs.**
 - a. Survey students.
 - b. Interview faculty/staff/administration concerning student needs.
 - c. Survey relevant national research for age group.
7. **Promote concept of academic service learning.**
 - a. Resource faculty in integrating a service learning component in existing curriculum.
 - b. Establish and make available to interested faculty a list of resources such as syllabi, key textbooks, journals, and articles explaining the philosophy and academic integrity of service learning.
 - c. Develop an effective orientation to service learning exposing students to the concept early in their college experience.
 - d. Identify community partners capable of participating in an academically-centered program.
8. **Implement an integrated program of spiritual supervision for EXCELL.**

Strategic Initiative No. 7

IDENTIFY MVNC AS A RESOURCE CENTER FOR SPIRITUAL RENEWAL, LEADERSHIP TRAINING, AND MINISTRY DEVELOPMENT OF PASTORS AND LAITY IN THE LOCAL CHURCH.

As MVNC enters a new decade, the institution increasingly seeks to be a servant institution to her constituency. The College desires to resource the community and local church clergy and laity for personal, professional, and spiritual growth and renewal. We desire to be a giving, not just a receiving, institution of higher education. Therefore, MVNC will:

1. **Provide opportunities for continuing education of the clergy in the East Central Region for church growth and renewal and pastoral leadership.**
 - a. Facilitate workshops and seminars on various topics of need and interest to clergy as a resource for church growth and renewal and for pastoral leadership.
 - 1) Establish a regional resource council as a standing committee to plan and coordinate workshops and seminars for clergy. The council will include superintendents and pastors from each district and regional representatives from the various church auxiliaries and agencies.
 - 2) Focus the activities of the regional Church Growth and Leadership Center under the direction of the regional resource council through the Office of Church Relations, with the Assistant to the President serving as coordinator, and consultants used in the various aspects of the Center's events.
 - 3) Establish a regional calendar for ministry activities and continuing education opportunities, to best coordinate and adequately communicate these events.
 - 4) Provide more publicity and promotion to create a greater awareness among the clergy of the resources available through the MVNC Church Growth and Leadership Center and resource area.
 - b. Investigate and develop resources for clergy utilizing distance learning in both degree and non-degree programs.
 - Research and implement, if feasible, through the Religion and Philosophy Division, Academic Affairs, and Church Relations, a method of providing non-traditional course work (Adult Studies, master's, continuing education) through various technologies (Internet, satellite, video, etc.) for distance learning.
 - c. Further develop and effectively promote the Master of Ministry program as a resource for both master's study and for continuing education for clergy and lay ministers.
 - Expand and coordinate the course offerings through the Masters of Ministry program with the Church Growth and Leadership Center, so that participation in these courses can meet continuing education needs for clergy.
 - d. Provide an area in the Thorne Library to house the resource area for the Church Growth and Leadership Center for materials for leadership training and ministry development, and upgrade the computer technology and video/satellite resources so that pastors and ministerial students have easy access to the resources.
 - e. Develop a resource page for clergy through the MVNC home page, with articles on current trends, links to other resources, and network possibilities among pastors across district lines.
 - f. Promote workshops and seminars to clergy in sister evangelical and holiness denominations in the area through advertisements and direct mailing.
 - g. Work through the Office of Institutional Advancement and Marketing to provide appropriate promotional materials for the Church Growth and Leadership Center and the Masters of Ministry program.

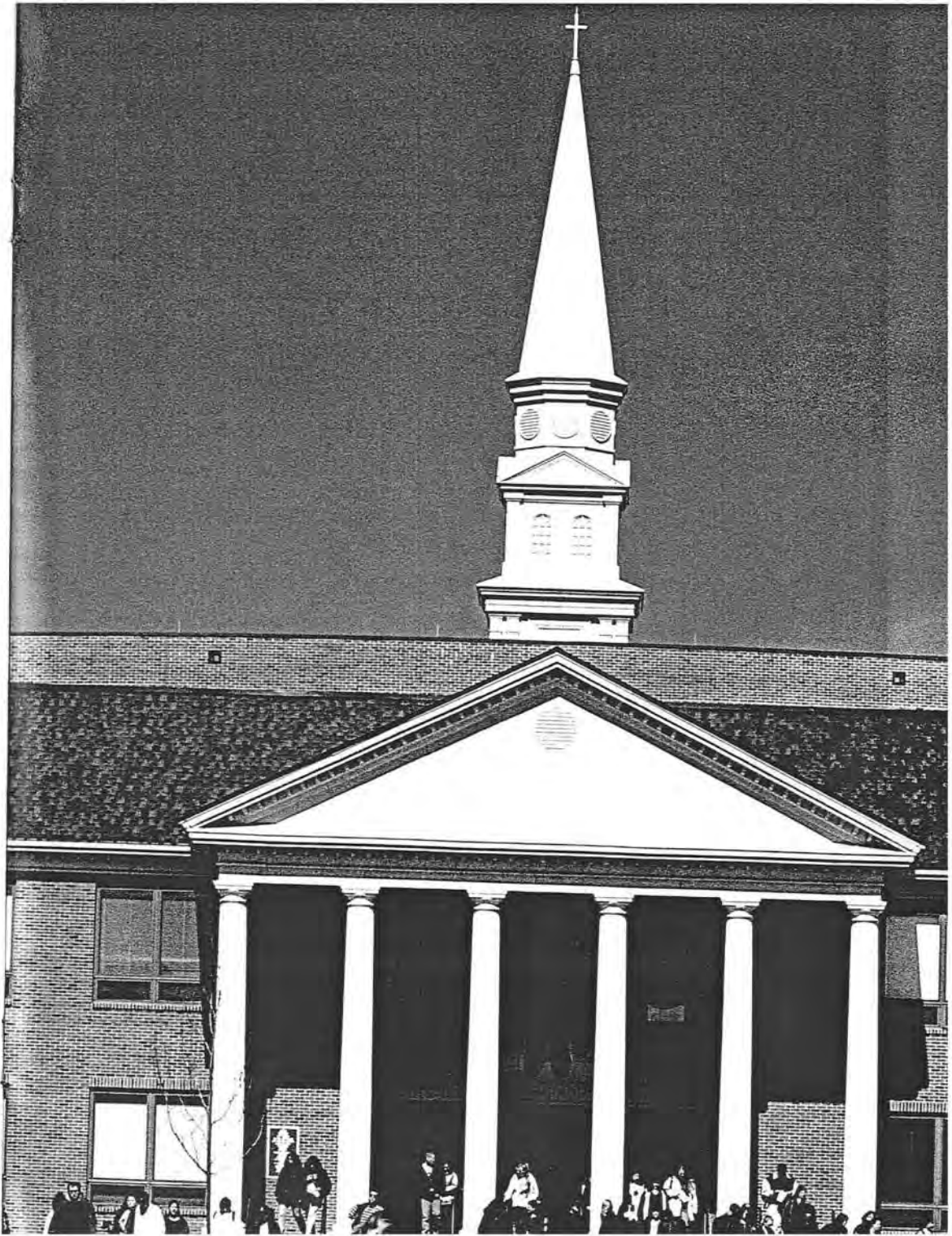
2. **Provide opportunities for spiritual development and ministry enhancement for lay persons on the East Central Region.**
 - a. Continue Senior Adult Day activities, and investigate opportunities to expand ministries to this age group.
 - Partner with Institutional Advancement, Church Relations, and districts in exploring expansion of regional senior adult programs.
 - b. Expand and promote the opportunities of missions experiences and study tours in world areas to laymen across the region.
 - 1) Facilitate cooperation among Church Relations, the Religion Division, and Campus Ministries in expanding involvement of laymen across the region in campus missions experiences.
 - 2) Explore possibilities through the Religion and Philosophy Division of increasing and promoting study tours in world areas.
 - 3) Involve the representatives from the various auxiliaries and agencies in the Regional Resource Council to create partnered events with MVNC.
 - c. Work with other ministry organizations in providing an annual conference for laymen in an area of spiritual growth and ministry.
 - 1) Network with various academic and administrative divisions and the Women's Auxiliary to create an annual conference or regular workshops for laymen on pertinent topics, such as marriage enrichment, men's/women's ministry, family issues, financial planning, etc.
 - 2) Investigate the possibility of adding, to the end of the summer pastors conference, an overnight event for laymen.
 - d. Facilitate regional seminars and workshops with regional auxiliaries (NYI, NWMS, Sunday School) on related topics of ministry through the Church Growth and Leadership Center.
 - Dialogue with North Central Ohio District leaders about the possibility of a collaborative effort to plan and construct a retreat center, adjacent or near the campus, as a resource for lay ministry development.
3. **Coordinate campus resources to provide ministry and encouragement to local congregations.**
 - a. Assess the current involvement of various departments across campus traveling to local congregations and district endeavors, and seek to coordinate and effectively promote the availability of these resources (faculty/staff, students, ministry programs, college promotion, etc.).
 - Facilitate spring or summer meetings of departments involved in traveling to local churches, to create a unified strategy and assure effective promotion, maximum coverage, consistent quality, and appropriate responses to needs and requests.
 - b. Provide a central information "clearinghouse" for churches that have inquiries and requests for ministry resources.
 - Create processes through which information valuable to churches is made available to the Office of Church Relations, for regular distribution and response to inquiries.
 - c. Work together to monitor and shape the quality of the resources going out to our churches.
 - d. Increase the awareness of churches that their input to college life is welcome and can be received through the Office of Church Relations.
 - Strengthen the sense of proximity and accessibility among regional Churches of the Nazarene and all congregations in the immediate Mount Vernon area through regular newsletters and mailings, involvement in strategic gatherings, and personal contacts.
4. **Encourage youth to consider full-time Christian ministry.**
 - a. Partner with the regional Nazarene Youth International (NYI) to develop strategies and events targeting spiritual growth and positive response to the call to full-time Christian ministry.
 - Explore the possibilities of creating an event focused on helping teenagers respond to God's call to ministry and to world-wide need in partnership with the regional NYI.
 - b. Increase opportunities through Campus Ministries and Church Relations for youth across the region to join MVNC students in ministry efforts which raise awareness of the call to ministry.
 - Equip traveling college groups to work with regional youth specifically on issues related to God's call to ministry.
 - c. Incorporate sensitivity to God's call, both to ministry through one's vocation and full-time ministry as a vocation, into all aspects of campus life and activity.
 - Strengthen the partnership among Campus Ministries, Church Relations, and NYI to increase regional involvement in programs like S. O. S. (Summer Opportunities for Services), the Hungary Initiative, the NYI sister region program in South America, Youth in Mission, CAUSE, etc.
 - d. Assist the chaplain, as appropriate, in his emphasis on a call to full-time Christian ministry.
 - e. Train faculty to most effectively guide students into an understanding of the implications of God's call to ministry on every person/ vocation and to the meaning of a call to full-time ministry.

Strategic Initiative No. 8

DEVELOP A WELL-TRAINED, SERVICE-ORIENTED FACULTY AND STAFF COMMITTED TO PROVIDING STUDENTS WITH A QUALITY CHRISTIAN LIBERAL ARTS EDUCATION.

The faculty and staff are MVNC's most valuable resource. They either affirm or disaffirm in word and deed what the College claims to be—a Christian institution of higher education. Before administration can expect others to serve students and constituents, it must model servant leadership, expressed in appropriate training, quality relationships, and adequate compensation. Therefore, via the Faculty Development Committee, the Staff Development Committee, and the Human Resources Department, MVNC will:

1. **Support on-going employee programs for personal/professional growth.**
 - a. Develop and implement a comprehensive faith, learning, and service integration and enrichment program targeted at all employees.
 - b. Strengthen employee commitment to the college mission, the organizational structure of the College, and to the Church of the Nazarene.
 - c. Provide on-the-job training that enables employees to perform competently in their specific assignments.
 - d. Provide increased opportunities for employees to pursue their personal and professional growth and development through internal and external training opportunities.
 - e. Develop and strengthen formative and summative assessment procedures for faculty, staff, and administrators.
2. **Provide an environment that will enable employees to perform their assignments with efficiency and effectiveness while allowing for creativity and innovation.**
 - a. Encourage informal interaction among employees within and between departments.
 - b. Develop extracurricular wellness programs for employees.
 - c. Support programs that foster commitment, enthusiasm, and job satisfaction.
 - d. Define procedures/policies for recognizing and rewarding creative and innovative ideas from employees.
3. **Strengthen internal communication and interpersonal/interdepartmental relationships to enhance quality of services rendered.**
 - a. Promote a service workstyle that focuses on meeting the unique needs of students, faculty, and staff.
 - b. Encourage on-going faculty/staff/administrators' training programs that focus on serving students and coworkers.
 - c. Increase faculty/staff/administrator interaction via institutes, retreats, workshops, and other experiences that will lead to greater levels of mutual respect, trust, cooperation, and esprit de corps.
4. **Provide appropriate employee compensation and fringe benefits to reinforce effective services.**
 - a. Utilize the following resources to develop a complete employee salary schedule:
 - 1) College and University Personnel Association
 - 2) *The Chronicle of Higher Education*
 - 3) Annual Coalition for Christian Colleges and Universities (CCCU) salary survey (Region G—Ohio, Michigan, Indiana)
 - 4) Other Nazarene colleges/universities
 - 5) Other regional liberal arts colleges
 - 6) Knox County employers
 - b. Develop a plan to have all employee salaries at least equal, within five years, to the average of Region G salaries as listed in the yearly CCCU salary comparison survey.
 - c. Hire a consultant, if necessary, to evaluate employee salary schedules developed by MVNC.
 - d. Study and compare fringe benefits packages of CCCU Region G institutions and make recommendations as needed.
 - e. Develop and disclose an integrated long-term plan for upgrading the faculty and staff salary schedules and fringe benefits package.
 - f. Invite, through appropriate means, other Nazarene college/university presidents to consider a tuition remission policy for staff dependent children that provides reciprocal policies between MVNC and other Nazarene colleges.



Strategic Initiative No. 9

PROACTIVELY IDENTIFY WAYS AND MEANS TO CREATIVELY AND STRATEGICALLY COLLABORATE WITH INSTITUTIONS AND AGENCIES REGARDING MUTUALLY BENEFICIAL ACADEMIC AND ADMINISTRATIVE PARTNERSHIPS.

With the rising costs associated with both quality of classroom teaching and student quality-of-life issues, it is imperative that MVNC proactively identify ways and means to creatively and strategically collaborate with other institutions and agencies. Collaboration initiatives involve "multiple organizations working together and may involve any type of partner organization, whether higher education institution, private sector institution (business), government agencies, community agencies, K-12 schools, or foundations."¹ Phenomenal advances in distance education and technology make communication between institutions and agencies accessible, available, attractive, and possible. Strategic collaboration will "separate" and facilitate higher education institutions like MVNC for continued growth, maturity, and excellence as the schools move into the next century. Therefore, MVNC will:

1. **Establish appropriate partnerships with institutions and agencies with a plan, strategy, and commitment to creative collaboration.**
 - a. **Proactively pursue academic collaborative initiatives.**
 - 1) Pursue articulation programs with like-minded institutions for the purpose of providing students with academic programs not fully available at MVNC.
 - 2) Pursue distance learning programs in cooperation with the Church of the Nazarene universities/colleges in the United States and Canada.
 - 3) Expand inter-institutional access for Church of the Nazarene students through such programs as cross-registration and seamless transfer.
 - 4) Develop "smart classrooms" using technology available to uplink and downlink lectures to and from classrooms on various campuses.
 - 5) Develop additional non-traditional education options for working adults over 25 years of age to receive the education at various extension sites, including distance learning options.
 - 6) Increase access to higher education for working adults by linking and cooperating with education centers on corporate premises with a commitment to providing higher education opportunities for their employees.
 - 7) Use Internet and satellite capabilities to link with Nazarene institutions worldwide to increase global awareness for MVNC students on campus.
 - 8) In conjunction with the Church of the Nazarene USA/Canada Council of Education theological education affinity group, collaborate with Pastoral Ministries Department in the development of the new "Ministers Course of Study" and of continuing education options for ministers.
 - 9) In conjunction with the same affinity group (see #8 above), assess ministerial education extension programs and make appropriate recommendations to Council of Education presidents.
 - b. **Proactively pursue academic and administrative collaborative initiatives with the US/Canada Council of Education, the Association of US Nazarene Colleges and Universities, OFIC institutions, and institutions in the Coalition for Christian Colleges and Universities.**
2. **Aggressively pursue appropriate relationships, programs, and projects with corporations, junior and/or community colleges, profit or non-profit, and government agencies, in order to realize maximum mutual benefit for both MVNC and the participating institutions.**
 - a. **Research other institutions/industries to determine what has been accomplished through collaboration.**
 - b. **Develop a resource team to work across campus and with other institutions to do training and consulting regarding institutional collaboration.**

3. **Revise MVNC's administrative structure/system to support, embrace, and pursue intra- and inter-institutional collaboration, and to develop a "collaboration culture" among faculty and staff.**
 - a. Appoint a cabinet-level administrator to serve as a counselor to the president and resource to the Cabinet to work with, among others, the OFIC and the USA/Canada Council of Education regarding collaboration, networking, and alliances.
 - b. Appoint a faculty task force to identify the benefits of collaboration to the academic enterprise and thus to the institution and students, and to recommend procedures that will best realize the benefits of academic collaboration to all concerned.
 - c. Develop a systematic plan and secure funding for campuswide training and educational/professional opportunities related to strategically working with other higher education institutions.
 - d. Develop a reward system for faculty and staff who significantly participate in collaborative projects.
 - e. Identify resource persons and select institutions who can model and counsel MVNC regarding the processes of collaboration.
 - f. Provide faculty and staff technological support to facilitate and benefit from joint/multiple campus training, support, and networking.
 - g. Develop a "Reading Room" for journals, books, or articles relating to the theme of institutional collaboration, particularly academic collaboration.
 - h. Develop and implement an annual benchmarking routine to compare MVNC's external collaboration to:
 - 1) other Nazarene institutions,
 - 2) other independent higher education institutions, and
 - 3) other not-for-profit institutions outside higher education.

4. **Create an environment where implementation of the Church of the Nazarene USA/Canada Council of Education Strategic Plan for Networking and Collaboration is possible and pursued.** (See "A Strategic Process for Collaboration and Networking," Version 4.0, Church of the Nazarene Council of Education-USA/Canada.)

¹ "Collaboration, Technology, and Outsourcing Initiatives in Higher Education: A Literature Review" TESSA KOGANOFF, March, 1998. *The Foundation for Independent Higher Education*. Chicago, Ill. 60603



Strategic Initiative No. 10

RECRUIT, ENROLL, AND RETAIN A STUDENT BODY OF AT LEAST 2350 STUDENTS BY THE YEAR 2005 WITH 1600 IN TRADITIONAL, 550 IN EXCELL UNDERGRADUATE, AND 200 IN GRADUATE/OTHER PROGRAMS.

Mount Vernon Nazarene College is enrollment-driven. During the decade of the 1990s, MVNC has emerged as the second-fastest growing accredited liberal arts college/university in Ohio. A growing enrollment means that the ministry of MVNC has the potential of touching an increasingly larger number of students. Generally speaking, a growing enrollment translates into increased revenue with which to do the work we desire to do as a college. It is imperative, in order to be faithful to our mission and touch the lives of the broadest number of students possible, to reach the targeted goals by 2005. Therefore, MVNC will:

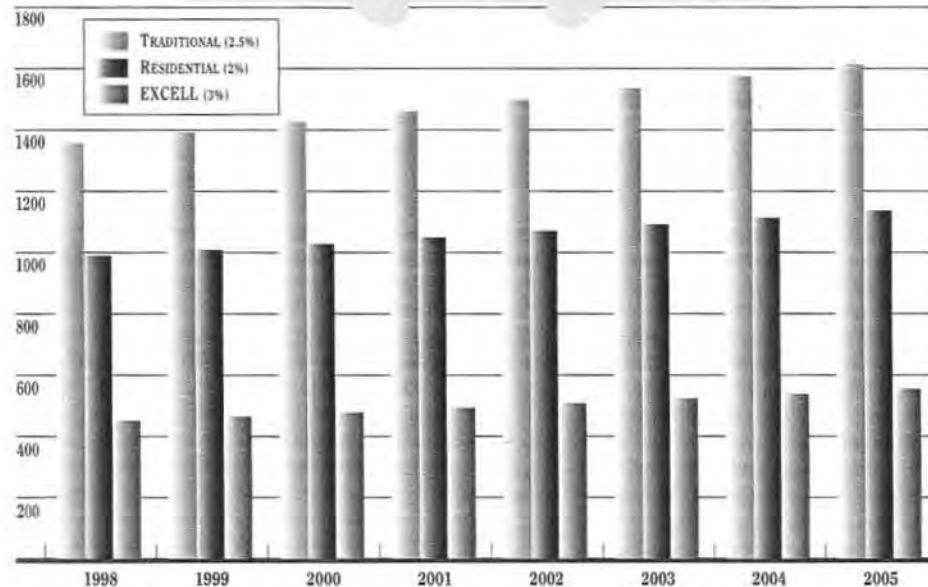
1. **Build MVNC's enrollment by connecting students to existing programs and services.**
 - a. Enroll 1600 students in the traditional undergraduate program by the year 2005.
 - 1) Refine the Honors Program to continue attracting high quality academic students.
 - 2) Strengthen and increase student persistence through the academic support programs in cooperation with the faculty, including campuswide involvement with under-prepared and at-risk student support programs.
 - 3) Continue post-secondary enrollment options to raise the visibility of MVNC among local high school students and to increase the possibility of student persistence into the traditional undergraduate program.
 - 4) Improve retention percentages, including structuring and equipping faculty advising for maximum effectiveness and targeting for special attention to the academic and social factors involved in student attrition.
 - 5) Review athletic programs for possible expansion of sport offerings (e.g., track, cross country, men's volleyball, women's soccer, tennis, etc.).
 - 6) Assess yearly and recommend expansion of traditional programs based on constituent needs, employment opportunities, and growth potential.
 - 7) Consider the viability of offering a peer mentoring program for academic advising to enhance student success.
 - b. Enroll at least 550 students in undergraduate, non-traditional programs of the Executive Center for Lifelong Learning (EXCELL) by the year 2005. To achieve this goal, it is assumed that physical facilities will be expanded to allow for more classrooms and office administration needs. Long term contracts for facilities to serve future needs in the Polaris area should be considered. Strategies for increasing student enrollment include:
 - 1) Conduct marketing studies to determine the feasibility of opening new Lifelong Learning centers.
 - 2) Study the feasibility of allowing independent (in relation to tax status), full-time employed students, at least 23 years of age with 60 semester hours of college credit, to attend the EXCELL program on the Mount Vernon campus.
 - 3) Consider developing an MBA program to be offered in accelerated/non-traditional format.
 - 4) Offer core liberal arts courses using the EXCELL BBA format to meet the needs of current and prospective students.
 - 5) Conduct a needs analysis for offering concentrations in areas of business in which we already have a core faculty with expertise, i.e., accounting, computer technology, human resources, and marketing. (Based on information from the U.S. Bureau of Labor Statistics as reported in *The Journal of Career Planning & Employment*, Spring 1996.)
 - 6) Survey churches in the educational region to determine the need for courses and/or seminars for pastors on topics such as business management in the church including computer technology, financial concerns, taxes, etc.
 - 7) Research the possibility of offering master's programs delivered non-traditionally (i.e., Ministry, Business, Education, Family Studies, Gerontology, etc.) at the Polaris site.
 - 8) Study the possibility of offering associate's degrees to expand the current market of independent (in relation to tax status), full-time employed students, at least 23 years of age at the Polaris site.

- c. Enroll at least 200 students in graduate/special programs by the year 2005.
- 1) Review and revise as necessary the Master of Arts in Education program.
 - a) Consideration should be given to reviewing the possibility of offering additional tracks (i.e., school counseling, technology, administrative certification, etc.).
 - b) Studies should be conducted to review the present format, offerings, and marketing techniques of the master's programs.
 - 2) Establish MVNC as a regional center for the continuing education of pastors and lay leaders.
 - 3) Establish MVNC as an institution that is committed to meeting the educational needs of the lifelong learners in Knox County and across our educational region.
 - 4) Review additional graduate program possibilities (e.g., Master of Business Administration) and pursue feasibility studies to determine planning needs and possibilities for these types of programs.
 - 5) Assess and expand graduate programs based on constituent needs and growth potential.
- d. Review the opportunities to offer distance learning courses on the worldwide web.
- 1) Consider course offerings in collaboration with Coalition for Christian Colleges and Universities and other Nazarene colleges and universities.
 - 2) Maintain the focus on MVNC's mission with course offerings.
 - 3) Collaborate marketing efforts with a survey for ministers and/or other prospective clientele for distance learning needs.
 - 4) Enroll a diversified population of students which could include but is not limited to the following:

• Traditional	• Non-traditional	• Post Secondary	• Remedial/conditionally admitted
• Life-long Learners	• Home schooled	• Ministerial/Missionary	
• International	• Summer	• Conditionally readmitted	
2. **Utilize appropriate marketing techniques to build MVNC's prospective student recruitment base.**
- a. Continue to develop a comprehensive database and connect this with an extensive communication program to create relational bonds with students and parents of high probability prospective students.
 - 1) Identify individual student needs.
 - 2) Concentrate recruitment resources on high value students with increased emphasis on Nazarene students.
 - 3) Involve College personnel in marketing to a variety of youth events (Nazarene, multi-denominational, and other denominations), as well as taking advantage of programs involving primary influencers (parents, pastors, high schools counselors, peers, etc.) for recruitment purposes.
 - 4) Develop financial aid counseling workshops to help prospective students and parents fiscally plan for college enrollment.
 - 5) Develop and utilize an alumni program for the recruitment of prospective students.
 - 6) Collaborate on recruitment and marketing with other CCCU and Nazarene colleges and universities.
 - b. Establish a customer service task force that addresses student services issues related to on-line registration, student on-line information, housing, data imaging, campus communication/email distribution, on-line financial aid/student accounts/admissions applications, on-line academic record requests, etc.
3. **Provide incentive/environment to attract and serve a diverse student body.**
- a. Develop strategies for reaching and retaining multicultural and international students.
 - 1) Identify host families and host churches for international/multicultural students.
 - 2) Establish mentoring programs for the multicultural students on campus.
 - 3) Conduct sensitivity training for faculty/staff for promoting improved interaction with international/multicultural and missionary students in regards to language, cultural traditions, foods, etc.
 - b. Develop an increased culturally diverse mix of students on campus and create additional strategies to retain multicultural and international students.

- 1) Hire an admissions person who is primarily responsible for recruiting multicultural/international students with appropriate training (i.e., international regulations, immigration procedures, etc.).
 - 2) Research additional funding sources for international student scholarships and programs.
 - 3) Offer appropriate discounts for international students.
 - 4) Continue to utilize faculty/staff advisors for multicultural clubs/groups.
 - 5) Establish specific scholarships available to multicultural students.
 - 6) Establish "early alert" and quarterly informal dialogue sessions with multicultural/international students. Continue to develop support groups for multicultural/international students.
- c. Broaden the emphasis on campuswide programs to serve the multicultural or international student population, including financial aid, student life resources, and minority faculty.
- 1) Develop an academic and service focus on urban ministries for cities located within a close proximity of the College.
 - 2) Strengthen the Multicultural Committee as an avenue for identifying needs and providing activities and programming.
- d. Research and implement further development of academic and ministry programs which put students, recruitment staff, and alumni in contact with multicultural students.
- 1) Continue to develop clubs/organizations that encourage fellowship and provide support (i.e., Catholic students group that is already in existence on campus).
 - 2) Establish a formal process to review other Christian colleges' multicultural affairs programs.
 - 3) Improve the database/tracking system for admissions contacts related to Multicultural Visitation Day. Target minority alumni as speakers or for assistance with future multicultural events.
- e. Continue to implement and expand multicultural student co-curricular activities.

MVNC Enrollment Projections 1998 - 2005



Strategic Initiative No. 11

ENSURE THE FINANCIAL VIABILITY OF MVNC BY THE APPLICATION OF SOUND PRINCIPLES OF FINANCIAL MANAGEMENT AND FINANCIAL EQUILIBRIUM.

Mount Vernon Nazarene College continues to be one of the most affordable, accredited, four-year, private, liberal arts institutions in Ohio. Yet we are attempting to provide quality teaching, support services, and facilities that are competitive with similar but higher-cost institutions. Relative to other private colleges in Ohio, we are charging too little to adequately provide the resources to support well the many services we are providing and initiatives being developed.

With God's guidance, strategic financial planning and careful management will help us to continue to be a quality, distinctively Christian, liberal arts institution. Financial ratio analysis, trend analysis, and comparisons with similar institutions are critical analytic tools that must be used to routinely monitor financial conditions. Through the use of ratio analysis, two of the key questions which are addressed below include: 1) How efficiently are MVNC's financial resources supporting the College and its mission? 2) How can the capability of MVNC's financial resources be improved to better meet its mission? MVNC will:

1. Utilize financial ratio analysis to assess the status of MVNC's financial resources and operational results to attempt to ensure the continuing financial viability of the College. A number of key financial ratios will be monitored to gauge MVNC's ongoing financial performance. They are discussed below.

a. RATIO NO. 1: FINANCIAL VIABILITY RATIO

The Viability Ratio measures one of the most basic indicators of financial health. It demonstrates the availability of expendable net assets to cover debt. Expendable net assets are those liquid assets that the institution could use to satisfy its debt obligations. The formula for this ratio is:

$$\frac{\text{Expendable Net Assets}}{\text{Long Term Debt}}$$

A ratio of 100% or greater indicates that, as of the end of the fiscal year, the institution has sufficient expendable net assets to satisfy debt obligations. Conversely, a ratio of less than 100% indicates that an institution does not have sufficient expendable net assets to satisfy all debt obligations as of the end of the fiscal year. This ratio is often temporarily reduced during a major campus construction program when financing is secured.

MVNC has been in a major construction program for the past seven years due to substantial growth in enrollment (80% since 1991). Substantial borrowing has occurred resulting in a ratio which is temporarily below the suggested minimum of 100%. However, debt service payments will gradually improve this ratio. Our current Debt Burden Ratio (Ratio #7), however, compares debt service to total expenditures and indicates that MVNC's current amount of debt service would not be alarming to lenders.

In addition, due to MVNC's high percentage of new buildings, depreciation has a significant impact on net asset value and expendable net assets. Every building on campus currently is being depreciated for financial statement purposes. Compared to older institutions that have fully depreciated the majority of their fixed assets, new additions to net asset values each year for MVNC will be partially offset by substantial charges for depreciation on buildings and equipment. To offset the effect of MVNC's high depreciation charges against its net asset values, revenues from operations (e.g. student charges and contributions) need to increase each year to maintain a favorable ratio.

b. RATIO NO. 2: RETURN ON NET ASSETS

This ratio measures the institution's ability to generate net assets and compares it to the capital base used to produce those net assets. An improving trend in this ratio indicates that the institution is increasing its net assets and is able to set aside financial resources to strengthen its future financial flexibility. The formula for this ratio is:

$$\frac{\text{Change in Net Assets}}{\text{Total Net Assets}}$$

The purchasing power of all institutional resources should be maintained for future generations. One guideline that a college or university might use is inflation; for example, the institution may wish to meet or exceed the annual rate of inflation.

For the previous three fiscal years, MVNC's ratio has been very favorable.

c. RATIO NO. 3: PRIMARY RESERVE RATIO

The Primary Reserve Ratio measures the financial strength of the institution by comparing expendable net assets to each year's total expenses. This ratio provides a snapshot of financial strength and flexibility by indicating how long the institution could operate using its expendable reserves without relying on additional net assets generated by operations. A negative, or decreasing, trend over time indicates a weakening financial condition.

No threshold value is identified for the Primary Reserve Ratio. Some analysts suggest that a ratio of 50% or better is an advisable reserve to give institutions flexibility. The implication of 50% is that the institution would have the ability to cover six months of expenses. Reserves are often required for capital expansion or to implement change in the institution's mission. Should these actions be in process, it would be appropriate to expect a temporary decline in this ratio. The Primary Reserve Ratio is calculated as follows:

$$\frac{\text{Expendable Net Assets}}{\text{Total Expenses}}$$

MVNC has been in a capital expansion program for seven years, resulting in a ratio which is somewhat lower than the ratio recommended in the previous paragraph. In March of 1997, however, MVNC's Board of Trustees passed a resolution directing that specific percentages of net revenue each year be allocated to a number of MVNC's reserve funds. This should continue the improvement that has begun in MVNC's Primary Reserve Ratio.

d. RATIO NO. 4: NET INCOME RATIO

This ratio indicates whether all business activities resulted in a surplus or a deficit. This answers the question: "Did the institution live within its means during the year?" This ratio is a primary indicator, explaining how the change in net assets affects the behavior of Ratio Nos. 1, 2, and 3. A large surplus or deficit directly affects the amount of funds an institution adds to or subtracts from net assets, thereby affecting the Financial Viability Ratio, the Return on Net Assets Ratio, and the Primary Reserve Ratio. The Net Income Ratio is calculated as follows:

$$\frac{\text{Change in Net Assets}}{\text{Total Income}}$$

At a recent National Association of College and University Business Officers' meeting, KPMG's National Director for Higher Education and Research suggested that a 5% Net Income Ratio is one significant indicator of financial strength. For the past three years, MVNC's ratio has been very favorable, and above this recommended percentage. This was, however, a period when significant donations were received for capital projects and the net revenue from the BBA program (an adult degree completion program resulting in a Bachelor of Business Administration Degree) provided an unanticipated increase to our unrestricted net assets.

In addition, a recent Educational Securities, Inc. Newsletter referenced a study of small colleges indicating that "tuition-dependent institutions need to average a minimum of 4% to 4.3% annual rate of return on unrestricted operating revenues to maintain the institution's financial condition." Historically, MVNC's ratio has not been this high. Beginning in 1995-96, however, this ratio improved and has continued to reflect excellent net income. One goal of MVNC will be to continue to increase its reserve funds significantly as mentioned in the discussion of Ratio No. 3.

e. RATIO NO. 5: OPERATING INCOME RATIO

Ratio Nos. 5, 6, and 7 disclose the institution's three major categories of funding: operating income, donations, and capital financing.

The Operating Income Ratio demonstrates the extent to which current-year, internally-generated resources (such as tuition and fees) have contributed to the overall financing of the institution's operations. This ratio provides a measure of institutional self-sufficiency and an understanding of dependence on markets served.

Trends are extremely important in analyzing this ratio. A declining trend over time indicates weakening financial performance from self-generated activities. Such a decline must be offset by other funding sources. The Operating Income Ratio is calculated as follows:

$$\frac{\text{Current Operating Income}}{\text{Total Current Operating Expenses}}$$

This ratio has demonstrated that MVNC's operating income alone has been sufficient for the past twenty-five years to meet its budgeted expenditure needs. It also indicates recent improvement in self-sufficiency.

While self-sufficiency has its advantages, institutions that are highly tuition dependent are particularly sensitive to changes in enrollment patterns. Such institutions may wish to track their degree of dependency by using the Net Tuition Dependency Ratio, an ancillary ratio to Ratio No. 5, which measures tuition and fees less financial aid as a percentage of total current operating expenditures. MVNC's tuition dependency ratio continues to demonstrate, as it has for many years, increasing dependency on tuition as the primary source of revenue to fund its expenditure needs.

Another measure used to examine net tuition is Net Tuition per Full Time Equivalent (FTE) Student. This ratio allows the institution to see the average amount of actual revenue on a per-student basis.

MVNC's net tuition per student is increasing, therefore having a positive impact on MVNC's operating budget.

f. RATIO NO. 6: CONTRIBUTED INCOME RATIO

Educational institutions often receive significant contributions from alumni, other individuals, corporations, and foundations. The Contributed Income Ratio demonstrates the extent to which externally-generated resources other than debt have contributed to the institution's overall funding. It also demonstrates the institution's dependence on these resources to finance operations. This ratio is calculated as follows:

$$\frac{\text{Private Gifts}}{\text{Total Current Operating Expenses}}$$

Trends in this ratio are extremely important to monitor because contributed income may be significant to the institution. Decreasing ratios indicate that contributed income is declining or that expenses are rising faster than contributions. A decline in this ratio must be offset by increasing other sources of funds (such as tuition) or by decreasing operating costs.

MVNC's contributed income ratio has been trending downward for several years. This has required MVNC to become more and more tuition dependent. A large decline reflected in the 1997 percentage was due, in part, to a large amount of Thorne Library/Learning Resource Center donations being utilized for construction in 1996 and 1997. In addition, 1996 income included new pledges received and noted as revenue for 1996, some of which were written off in 1997 since they were determined to be uncollectible.

g. RATIO NO. 7: DEBT BURDEN RATIO

This ratio examines the institution's dependence on borrowed funds as a source of financing its mission and the relative cost of borrowing to overall expenditures. Debt service includes both interest and principal payments. This ratio is calculated as follows:

$$\frac{\text{Debt Service}}{\text{Total Expenditures}}$$

Since debt service is a legal claim on resources, the higher the ratio, the fewer the resources available for other operational needs. Investment bankers have identified an upper threshold for this ratio at 7%, meaning that current principal and interest expense should not be greater than 7% of total expenditures.

While MVNC's debt burden ratio is growing, this is due to several years of construction and capital financing. It is expected that this trend should begin to reverse direction in 1999 as larger principal payments are made on the \$4.9 million bond issue. This ratio for MVNC in 1998 was 3%. In addition, MVNC is attempting to avoid additional debt. For example, at the close of the 1997-98 fiscal year, net revenue was utilized to complete construction of the first section of a new dormitory. The ratio is clearly not in dangerous territory relative to the above 7% guideline.

h. RATIO NO. 8: EQUITY RATIO

The Equity Ratio measures the percent of institutional resources that have been purchased by the institution or donated from outside sources. This is, in effect, "owner's equity." Obviously 100% ownership is desirable. According to a recent KPMG survey, however, only 13% of non-profit institutions nationwide have 100% ownership. This ratio is calculated as follows:

$$\frac{\text{Total Net Assets}}{\text{Total Assets}}$$

For the past few years this ratio, for MVNC, has been somewhat low due to the addition of long-term debt on recently-constructed facilities.

i. CONTRIBUTION RATIOS

MVNC's Contribution and Allocation ratios will also be monitored. The several contribution ratios indicate sources of revenue as a percentage of total current operating expenses, and delineate MVNC's major sources of revenue to meet the College's expenditure needs. This ratio is calculated as follows:

$$\frac{\text{Each General Revenue Category}}{\text{Total Current Operating Expenditures}}$$

j. ALLOCATION RATIOS

MVNC's Allocation Ratios indicate how MVNC is spending its operating budget by category of expense. This ratio is calculated as follows:

$$\frac{\text{Each Individual Expense Category}}{\text{Total Current Operating Expenses}}$$

2. **Establish strategies that will generate additional revenues or reduce expenditures.**
 - a. Evaluate institutional programs in regard to cost/benefit, viability and need. For marginal programs, explore more cost-effective methods of delivery or possible elimination. Also, review potential new programs. Among BBA graduates, for example, there is great demand for master's-level programs delivered in a format similar to the BBA undergraduate non-traditional delivery system.
 - b. Continue to utilize business process re-engineering strategies to control and reduce costs. Current ideas that are being evaluated/implemented include:
 - 1) Procurement card for small purchases
 - 2) On-line purchasing system
 - 3) Computerized inventory control
 - 4) Improved customer service for application/registration processes
 - 5) Student debit card for campus expenses
 - 6) On-line reporting of student employment hours and staff overtime
 - 7) Continuing examination of other processes offering significant potential return
 - c. Improve regionwide payment of church educational budgets to exceed the 90% level.
 - d. Increase matching gift revenue to exceed 1% of total revenue.
 - e. Continue to pursue the development of a not-for-profit corporation to operate a golf driving range as a source of funding for scholarships, needed equipment, and opportunity for additional student employment.
 - f. Explore the use of alternative benefit strategies.
 - g. Evaluate the use of facilities by external groups and ensure that all costs are included in fees so that events generate net revenue.
 - h. Explore and fund additional energy conservation projects to reduce long-term energy costs.
 - i. Explore ways for the bookstore to generate additional revenue. An after-hours convenience store component should be evaluated.
 - j. Expand the use of campus work days by volunteer groups such as senior citizens, alumni work teams, church district teams, pre-college teen groups, etc. to help minimize expenditures.
 - k. Continue to implement cash management strategies to enhance revenue and reduce costs.
3. **Ensure continuous growth of MVNC's endowment fund that will enhance and support the growth of the institution.** Based on the size of MVNC's enrollment and operating budget, MVNC's Endowment Fund is extremely small.
 - a. Increase the Endowment Fund to a minimum of \$10 million by the year 2009.
 - b. Ensure that spending from the endowment is at or below a level that preserves its real purchasing power after adjusting for investment returns, gifts, and inflation.
 - c. Improve MVNC's ability to rely on endowment fund earnings to provide scholarships. This reduces dependence on the operating budget for scholarship funding.

- 1) Expand efforts to seek grant funding that includes a portion going to the endowment whenever possible.
 - 2) Develop a strategy to encourage individuals to designate a portion of donations to the endowment.
 - d. Target disciplines that would encourage donors to fund "endowed chair" positions.
4. **Maintain facilities and equipment at a level that preserves useful life.**
- a. Avoid the accumulation of deferred maintenance by budgeting sufficient funds each year to stay current with physical plant needs.
 - b. Increase the Repair and Replacement Fund within the College's Plant Fund to a recommended level of 2-3% of the appraised value of physical plant facilities and equipment.
 - c. The Technology Advisory Council and the Budget Committee should determine a larger, more comprehensive technology fee. This could be added to the tuition rate to supplement the portion of tuition revenue MVNC currently devotes (\$50/traditional FTE student) to the ongoing funding of technological needs.
5. **Ensure that salaries and benefits are comparable to other Nazarene colleges, to the Coalition of Christian Colleges and Universities' institutions in our region, and our local market.** See Strategic Initiative #8.

Major sections of Strategic Initiative #11 include direct quotes and paraphrased commentary from a KPMG document entitled "Ratio Analysis in Higher Education: Third Edition" by Prager, McCarthy and Sealy. Data pertaining to the U.S. Nazarene Colleges and Universities was supplied by John Minter Associates, Boulder, Colorado.



VII. CONCLUSION

Mrs. Walt Disney, on the occasion of the dedication of Disney World in Orlando, Florida, was "comforted" by a friend who said, "It's too bad your husband is not here to see Disney World." To which Mrs. Disney replied, "If Walt had not seen this, we would not be here today."

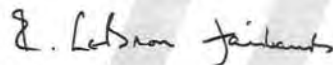
Vision, passion, and mission must continue to characterize the MVNC Board of Trustees, faculty, and staff if this institution is to emerge during the next ten years as a strategically positioned and enthusiastically poised visionary, vibrant, and vital holiness institution of higher education.

It is imperative that the Board of Trustees embrace the MVNC strategic plan enclosed in this document, as the revised, clearer, and more focused roadmap as we enter the next decade. This institution must enter the new millennium with a recommitment to a strong and significant, innovative and creative institution worthy of our tradition. We must make innovation a way of life even as we passionately seek to integrate biblical faith and spiritual formation with academic scholarship and Christian service.

If the Board of Trustees adopts this 1998 revision of MVNC's Commitment to Excellence, then the senior administrators will work with their divisional personnel in identifying recommended timelines for each of the divisional goals and objectives. Once these timelines are shared with the Cabinet, strategic actions for each divisional objective will be developed and recommended by the divisional mid-level managers to the divisional senior administrator. Strategic actions will be in place no later than March 1, 2000.

Race car driver, Mario Andretti, once stated, "If everything is under control, you are probably driving too slowly." As we follow our institutional roadmap into the next decade, we pray that we will avoid the slow lane of the comfort zone. Rather, with great expectation for a decade that cannot be "controlled," we pray for vision, courage, strength, and wisdom as we "work as if it all depends on us, and pray as if it all depends on God." Because it does!

Respectfully submitted,



E. LEBRON FAIRBANKS
PRESIDENT

NOTE NO. 1

ADMINISTRATIVE PRIORITIES FOR SENIOR ADMINISTRATORS AT MOUNT VERNON NAZARENE COLLEGE

1. Strive to lead the most creative, innovative, effective, and productive administrative division on campus.
2. Facilitate a network of specialists, within the division, resourcing each other—an "orchestra" or team-system perspective; a "we're in this together" mentality.
3. Guide a division, generating ideas and recommending policies/procedures to other administrative divisions on campus.
4. Demonstrate professionalism, compassion, aggressiveness, and a "results-orientation."
5. Strive for "customer satisfaction" (students, parents, pastors, etc.), understanding the dynamics of a "market-orientation."
6. Adopt a "There's an answer! I'll find it for you" attitude; a "yes, we can" spirit instead of a "no, we can't." Focus on possibilities, not on problems.
7. Affirm flexibility and compromise while maintaining integrity and consistency.
8. Look toward the future, not the past.
9. Lead an information-based, technology-supported organizational structure.
10. Reject a "crisis" mentality; focus rather on resolving or managing conflict Christianly.
11. Believe the best in other people.
12. Approach every assignment and responsibility from a distinctively Christian perspective.

NOTE NO. 2

In the 1991 strategic agenda, *A Commitment to Excellence*, the following note was included (p. 23):

Throughout the strategic planning process, the issue of Mount Vernon Nazarene College moving to a university status was raised periodically. Since this is a decision of the Board of Trustees and an issue requiring much discussion, the Chairman of the Strategic Planning Committee chose not to pursue the issue but to focus instead on developing a broad agenda for MVNC to pursue during the 1990s. If the Board of Trustees wishes to pursue this question during this decade, a commission can be established by the Board to explore this critical issue and return to the Board with appropriate recommendations.

Increasingly throughout the decade, alumni and students, especially, have raised the question as to "when" Mount Vernon Nazarene College would move to university status. The MVNC President has consistently stated that the issue would not be raised with the Board of Trustees until after the spring 1999 evaluation visit by the North Central Association.

Perhaps the time is appropriate for the Board of Trustees to appoint in 1999 a "Blue Ribbon Commission" to study the requirements for and implications of MVNC moving to university status. This Commission could report its recommendations to the Board in 2000. The decision on whether or not to appoint a commission to study this important issue in the life of the institution will be made by the MVNC Board of Trustees.

NOTE NO. 3

The decadal vision included in this document includes dynamic strategic plans for continuing the pursuit of excellence at Mount Vernon Nazarene College. Because of the complexity of interpreting internal and external environments, and rapid technological advances, institutional contexts for planning have realistically changed in the past decade from five- to ten-year contextual time frames to much shorter contextual planning periods. With this perspective in mind, the strategic plans in this document will be periodically reviewed in light of environmental, technological, and contextual influences. Specifically, a three-year rolling review will be used to review, revise, and reconfirm the strategic plan. This periodic review will help Mount Vernon Nazarene College affirm its progress in achieving excellence for the next decade.

NOTE NO. 4

Some strategic initiatives, objectives, and goals do not necessarily need the approval of the Board of Trustees since they are "administrative" in nature and could be implemented without Board approval. However, since these "administrative" initiatives are vital parts of a larger institutional agenda, each strategic initiative in this document, with accompanying goal statements and specific objectives, will be reviewed, revised as necessary, and approved by a Board committee. Each Board committee will report specifically to the Board the action taken on the strategic initiative assigned to the committee.

BUILDINGS & GROUNDS COMMITTEE	☞	Strategic Initiative No. 2
ENROLLMENT & STUDENT SERVICES COMMITTEE	☞	Strategic Initiative No. 5
	☞	Strategic Initiative No. 10
EXECUTIVE COMMITTEE	☞	Strategic Initiative No. 9
FACULTY & EDUCATION COMMITTEE	☞	Strategic Initiative No. 1
	☞	Strategic Initiative No. 3
FINANCE COMMITTEE	☞	Strategic Initiative No. 8
	☞	Strategic Initiative No. 11
INSTITUTIONAL ADVANCEMENT & CHURCH RELATIONS COMMITTEE	☞	Strategic Initiative No. 4
	☞	Strategic Initiative No. 7
SPIRITUAL LIFE COMMITTEE	☞	Strategic Initiative No. 6

The above strategy was followed in the annual board meeting in session November 5-6, 1998. Each committee reported back to the Board on committee action taken regarding the strategic initiative(s) assigned to the committee. All strategic initiatives, including committee revisions, were adopted by the Board. The strategic initiatives, goal statements, and specific objectives, as revised, were updated and included in this document.

NOTE NO. 5

For This We Stand, a booklet written five years ago by the MVNC President to outline the values on which the MVNC faith community is built, is presented below for inclusion in this document. The booklet is distributed to high school seniors who have been accepted at MVNC, and to their parents. Faculty and staff members are asked to review the booklet at least once a year.

For this we stand...

VALUES UNDERLYING THE MOUNT VERNON NAZARENE COLLEGE FAITH COMMUNITY

If you are a parent or a student seriously interested in Mount Vernon Nazarene College, this booklet is for you. Its purpose is to give you an overview of the basic values that characterize our campus community. The fact is, nearly every college in our nation was originally founded on Christian principles. And while many still speak of these principles in their mission statements, few actually practice them.

At MVNC, we have not only remained committed to our founding precepts, but we also continue to apply them to everyday living. Consequently, the values outlined in the following pages are not merely statements on paper, they literally drive all aspects of college life. Presented in the form of affirmations, they are drawn from a lengthier commentary I prepared, which was published in 1994.

These affirmations reflect my conviction that the biblical mandate for the holy life, to which God calls all believers, is summarized in the scriptural commands to "love the Lord thy God with all thy heart, soul, mind, and strength and thy neighbor as thyself" (Deuteronomy 6:5; Leviticus 19:18; Matthew 22:37-40; Mark 12:30-31).

In times like these, when Judeo-Christian values are no longer the moral centerpiece of our culture, we believe the need for a college that practices these standards is greater than ever. If you believe that too, we invite you to become involved with our campus community.

A. AFFIRMATION 1

WE LOVE GOD; THEREFORE, WE SEEK TO EXPRESS THESE FOUNDATIONAL VALUES:

1. A Worshipping Community

We acknowledge that worship is the Christian's primary privilege and duty and we consider both private and corporate worship an essential ingredient of a faith community. At MVNC, praise to the Lord is frequently expressed-during chapel services, in private devotional moments, and in small group gatherings.

2. A Biblical Faith

Our faith is grounded in the Christ of scripture, the living Word of God. We embrace the entire Bible, believing it to be the written revelation of our Heavenly Father. Because it is a vital tool in learning how to walk with Him daily and to anticipate life with Him eternally, all MVNC students take courses which are designed to give them a deeper understanding of the Bible.

3. A Christlike Lifestyle

A biblical faith results in Christian action; therefore, we are committed to a Christlike lifestyle in our campus community. Jesus summed up the way He intends us to live when He said, "...seek first His (God's) kingdom and His righteousness, and all these things will be given to you as well." Our attitudes regarding the sacredness of life (even of the unborn), the stewardship of our possessions, the perils of homosexuality, and the beauty of sex within marriage are shaped by His teaching.

4. A Holiness Ethic

Committed Christians do not live as the world lives—the integration of faith and life becomes increasingly more important as we mature in Him—and decisions flow from biblical convictions. Words are spoken and actions taken because of who we are as devoted followers of Jesus. At the same time, certain actions are not taken because of what we stand for, because of scriptural commands and prohibitions, because we want to please God. At MVNC, as followers of Jesus, we observe a holiness ethic and we act accordingly. We oppose the use of alcohol and tobacco, trafficking and consumption of illegal drugs, pornography, and the low level of moral values exalted in television and movies.

5. A Global Mission

We believe the whole world is the arena of God's love and concern—that everyone is in need of the gospel of His forgiveness and grace. When we experience people of other cultures—individuals who differ from us in color, race, and language—we affirm that God loves them as He does us. We increasingly broaden our vision of God's love and concern beyond our own city, state, region, and country. As Christian musician Steven Green reminds us:

*To love the Lord our God is the heartbeat of our mission,
The spring from which our service overflows,
Across the street and around the land, the mission's still the same,
Proclaim and live the truth in Jesus' name."*

As committed Christians, this mission gives focus to our activities, behavior, thoughts, and actions. We have an evangelistic zeal that drives us with passion to tell others of the saving grace of Jesus. *Written by John Mohr and Randall Dennis

6. A Creation Vision

"The earth is the Lord's, and the fullness thereof." These words in Psalms 24:1 challenge and command us to take care of His creation. In recent years, we have become increasingly more concerned about conservation and protection. And while environmental protection may remind us of government bureaucracy, we believe it should be a personal issue for Christians. At MVNC, we take steps geared toward becoming better stewards of God's earthly resources.

7. A Spirit-Empowered Devotion

Believing that time alone with God each day is vital for the Christian, we encourage every member of our campus community to follow this practice. Prayer, scripture, devotional readings, reflection, solitude—all these are valuable elements of each Christian's devotional life and essential for a growing relationship with Him. God's Spirit within us prompts and enables us to quiet our hearts and to find time daily to spend with Him.

B. AFFIRMATION 2

WE RESPECT OTHERS; THEREFORE, WE STRIVE TO PRACTICE THESE BEHAVIORS:

1. A Magnanimous Spirit

As committed Christians, we seek to be big-spirited, to give others the benefit of the doubt, and to look for the good in everyone. Our ideal is to rejoice with those who rejoice, to resist putting people down to build ourselves up, and to forgive others even before it is asked. Jesus set the ultimate example in forgiveness when he said, *"Father, forgive them, they know not what they do."*

2. A Servant Mentality

The MVNC motto, *"To seek to learn is to seek to serve,"* is meant in the broadest sense—not only in terms of pastoral ministry or missions. We see it as day-to-day service to others in the name of Jesus. It means we take time to listen to one who is troubled, to hold the hand of one who is afraid, to comfort one who is hurt. We believe that all Christians—whatever their vocational choice—are called to ministry.

3. A Trustworthy Character

As Christians, our word becomes our bond. Our lives assume an authentic, transparent, and genuine nature. In whatever we do, our character must be trustworthy. In the academic arena, for example, our code of integrity requires honesty in exams and assignments. Moreover, we seek to be honest with our emotions—and to avoid harboring negative emotions that tend to divide and separate the fellowship of Christians.

4. A Positive Influence

Christians are called to build others up, to encourage, and to care. As a result, we can make a positive difference in the lives of those around us and in the situations in which we find ourselves. *"Do not let any unwholesome talk come out of your mouths, but only what is helpful to others, that it may benefit those who listen."* Ephesians 4:29 is an effective and succinct statement of this important rule of conduct.

5. A Courteous Response

Ephesians 4:23 reminds us that, as committed Christians, we are being continually renewed in the attitude of our minds. Therefore, we increasingly demonstrate love, acceptance, respect, and service. Attitudes like these enable us to respond courteously to others even when they do not demonstrate the same attitudes and behavior toward us.

6. A Giving Motivation

When we think of giving, we most often think of money. And while it is a key form of giving, money is certainly not the only form. Another valuable commodity we can give is our time. MVNC students illustrate this principle in many ways both on and off campus. On campus, in particular, they practice it when they take time to talk with other students and get acquainted with them—when they go out of their way to make new students feel comfortable and to assist their adjustment to college life.

7. An Appreciative Attitude

As holiness people, we are grateful people. Grateful to God, through His grace, for saving, sanctifying, and establishing us firmly in the way of holiness. Thankfulness is the continuous response of the committed Christian to the goodness of God. At the same time, our gratitude should extend to those who help us through life's journey. At MVNC, we appreciate everyone in our campus community—students, faculty, staff, and administrators. We're thankful for each one's unique contribution to our fellowship.

C. AFFIRMATION 3

WE BELIEVE IN PERSONAL RESPONSIBILITY; THEREFORE, WE SET THESE EXPECTATIONS FOR STUDENTS:

1. An Inquisitive Mind

MVNC is a faith community of learners. We believe God is the source of all truth, and we promote open dialogue about God, humankind, life, death, and eternity. Rigorous academic programs encourage scholarship, critical reflection, and problem solving. Students are challenged to read good books, journals, and magazines. At the same time, in the example of John Wesley, they are encouraged to be a "man (or woman) of one book—the Bible."

2. A Disciplined Schedule

For many students, being away at college for the first time presents new challenges in time management. At MVNC, we provide support and guidance designed to help students maintain a disciplined schedule. Overall, students balance their time wisely between academics and outside activities.

3. A Modest Attire

Modesty, neatness, and cleanliness form a three-legged stool which provides a perspective for the lifestyle guidelines at MVNC. Most Christians agree on the principle of modesty, but few agree on the details. And that makes it difficult for a college to establish a standard acceptable to all. Generally speaking, we expect our students to exhibit a presence that is qualitatively different from students at colleges where faith in Jesus Christ is not the cornerstone. We believe an individual's appearance, including his/her clothes, should be appealing, not seductive; attractive, not revealing; appropriate, not offensive or extreme.

4. A Balanced Diet

Believing that a Christian's body is the temple of the Holy Spirit, we advise students to eat a balanced diet. The key word is balanced. And since each person is different, a balanced diet for one is not the same for all. An MVNC course, "Physical Education for Life," includes valuable information about health and nutrition. Also focused on helping students maintain good health are the campus nurse and food service personnel.

5. A Physical Fitness Commitment

Physical exercise is essential for good health. So at MVNC we offer a variety of appropriate resources—from intramural sports to aerobics classes, from indoor athletic facilities to outdoor jogging/walking trails. There are areas for biking and also for roller-blading nearby. Another vital key to physical fitness is sufficient rest. To promote it, residential facilities are set up with regulations and guidelines that allow for quiet time and a sound night's sleep.

6. A Reliable Word

We believe a person's word, integrity, and credibility are ultimately far greater treasures than popularity, fame, or fortune. These assets can, and do, pass away. But an individual's word remains. At MVNC, we provide an environment that values honesty, trustworthiness, and truthfulness. Through our actions, we exemplify our belief that individual integrity and credibility should be protected with a passion.

7. A Lifelong Learning and Growth Perspective

We are committed to instilling within each student a desire for lifelong learning and growth. During the college years, we cannot possibly impart all the knowledge necessary for a lifetime. But we can teach students to learn how to learn—to understand the questions to ask—and to identify a significant direction for the future. Our goal is to help each student build a framework, spiritually and intellectually, upon which to build in the years ahead.

NOTE NO. 6

The following are the members of the strategic initiative subcommittees for *A Commitment to Excellence*, 1998 Revision:

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Mr. Daryl Gruwer
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