

November 21, 2006

At last week's presidential inauguration, I asked a colleague and friend—Dr. Kim S. Phipps, president of Messiah College—to present a “charge to the university.” She did so with great care and insight. As an introduction to this issue of the Communiqué, I've chosen to reprint brief excerpts from her presentation.

President Phipps asked what kind of community we will be, what kind of leadership we will share, here at North Park. Her advice was that we seek to give flesh to “shared leadership” and that we do so by “nurturing three communal characteristics.” Her words follow:

The first characteristic is *collegiality*. All of you have different roles to fulfill in the community, but there is one unifying perspective—you need each other! *And* you need your president, and he needs you. Respect each other – graciously listen – demonstrate compassion – generously forgive – extend trust – seek the best for each other and especially for North Park University....

Second, strive to be a community who welcomes and encourages creativity. Affirm and support innovation throughout every sector of the university. The history of North Park is a story of remaining steadfast to her Christian mission while willingly adapting to the changing needs of the Church and the world. Continue to embrace and test new ideas and perspectives; allow your new president to lead you into the future as *together* you define and implement a shared vision. Seek to be a community of inspiration and imagination so that you avoid the malaise that often befalls institutions who give themselves over to rigidity and routine.

Finally, endeavor to be a community characterized by *courage*. True vision requires persistence and passion. It requires courage to take risks to attempt new initiatives. It requires courage to fail and then to try again. Possess the courage to live up to your institutional commitments and convictions....

My hope, too, is that we will be this kind of community, that we will together embrace the responsibility to lead this university into its future.

CELEBRATING NORTH PARK – The many events surrounding the presidential inauguration provided the campus community, as well as friends of the university, with an occasion to celebrate the past and the future of North Park. The variety of events also served as a means to include many people in this celebration—from students to alums, faculty members to parents, from staff members to trustees. And for Linda and me it offered an opportunity to invite colleagues and family members to our new home in Chicago and at North Park University.

None of this would have been possible without much hard work on behalf of so many people on our campus. Some worked on organizing and publicizing events; others composed and performed music; others prepared menus and served food; others cared for our campus facilities. Some carried flags from their home countries in the academic procession; others offered prayers; others wrote speeches; others cheered from the sidelines. This truly was an effort of many.

Linda and I are honored to be part of this community of learning, and we are most grateful for the warm embrace we've received and the grand celebration the university organized. Thank you to each one.

POWER LUNCH – For several years a literacy organization called Working in the Schools (WITS) has offered opportunities for employees from businesses across Chicago to assist in increasing the reading proficiency and learning capacity of selective students in the Chicago Public Schools.

Among the several programs sponsored by WITS is an activity called Power Lunch. In this program, employees volunteer to spend 45 minutes one day per week to read to students in local elementary schools. WITS makes the arrangements and provides the materials; local schools open the classrooms; and volunteers encourage learning by reading to the young students.

With encouragement from the University Council we will make this program available to our employees on a pilot basis from January through June 2007. Employees will be paired with students at the nearby Hibbard Elementary School. Funding for our participation in the program has been covered in full by a donation from Mr. Bruce Bickner, whose parents were both career-long teachers in the Chicago Public Schools.

Ingrid Tenglin and Rich Johnson will be coordinating this program with interested employees here at North Park. You'll be hearing from them soon, and as you do please consider taking a few minutes from your work week to volunteer with this literacy organization and assist young students from our immediate neighborhoods.

BOARD OF TRUSTEES – As is our custom, the university's Board of Trustees met on campus in late October. The schedule for this meeting included routine sessions with each of the Board committees, full Board sessions, lunch with students, and dinner in the president's residence.

Major items of business included the following:

- The Board engaged a free-flowing discussion of the future of the university. This discussion is a precursor to similar sessions which will involve our campus community during the spring semester, and which will inform the articulation of a new strategic plan for the university.
- The Board received a clean audit report on the university's financial statements.
- A statement of priorities for 2006-2007 was presented by the senior administrative team. (We'll comment further on this later in this communiqué.)

- Faculty promotions were approved for several faculty members:
 - Theodora Ayot to professor of history
 - Barbara Levandowski to professor of education
 - Tom Zelle to professor of music
 - Ann Hicks to associate professor of accounting
 - Helen Hudgens to associate professor of music
 - Boaz Johnson to associate professor of biblical and theological studies
 - Kurt Peterson to associate professor of history

- Sabbatical leaves (during one or both semesters of 2007-2008) were endorsed for the following members of the faculty:
 - Alan Bjorkman, associate professor of biology
 - Greg Clark, professor of philosophy
 - James Dekker, director of the Center for Youth Ministry Studies
 - Mary Ann Gilbreth, associate professor of education
 - Robert Hubbard, professor of Old Testament
 - Katie Maier-O'Shea, associate professor of bibliography
 - Scot McKnight, professor of biblical and theological studies
 - Victoria Nelson, associate professor of communication arts
 - Carol Noren, professor of homiletics
 - Anthony Quinn, assistant professor of exercise and sport

The Board will meet on two other occasions during the academic year—in January and April. Both meetings will take place on campus.

ADMINISTRATIVE PRIORITIES FOR 2006-2007
 – Over the past couple of months I have worked with my senior administrative colleagues to articulate a set of priorities for the current academic year. This statement

was reviewed in draft form by the University Council, and was subsequently presented to the Board of Trustees at the October meeting.

We have endeavored to (a) identify priorities on a cross-institutional basis, (b) establish assignments for each senior administrator, and (c) demonstrate how the assignments for each administrator link to the cross-institutional priorities.

The list of priorities is copied on the following pages and is presented to all faculty and staff at the university for general information purposes.

THANKSGIVING – Late November always brings a well-anticipated break in the academic calendar but also in our personal schedules. As we leave our campus responsibilities behind and join with family and friends to celebrate this American holiday we wish for each other safety in travel, rest for our bodies, refreshment for our souls, and a spirit of thanksgiving for God's blessings in our lives.

A Prayer for Thanksgiving Day

Almighty and gracious God, we give you thanks for the fruits of the earth in their season and for the labors of those who harvest them. Make us, we pray, faithful stewards of your great bounty, for the provision of our necessities and the relief of all who are in need, to the glory of your Name; through Jesus Christ our Lord, who lives and reigns with you and the Holy Spirit, one God, now and for ever. Amen.

Priorities of the Senior Administrative Team 2006-2007

Institutional Priorities

- Increase communication effectiveness with both on- and off-campus audiences.
- Give attention to the fiscal viability of the university by establishing financial targets, planning for enrollment in all program areas, and advancing fund raising.
- Identify and respond to areas of deferred conceptual/governance maintenance in the university-at-large and/or in individual program areas.
- Review and plan for pressing facilities improvements (including both renovation of existing buildings and construction of new facilities).
- Identify and respond to programmatic and/or operational areas requiring qualitative improvement.
- Initiate envisioning for NPU@125.

David Parkyn – president

- 1) Cultivate an enhanced culture of communication with both on- and off-campus constituencies.
- 2) Learn the story of NPU – its ethos, spirit, and traditions.
- 3) Meet and initiate relationships with the people of NPU – including both on- and off-campus audiences.
- 4) Initiate envisioning exercises with (a) the faculty and staff and (b) the Board of Trustees primarily, and selective groups of friends and alumni secondarily, to engage ideas about what we should expect NPU to be when we celebrate its 125th anniversary (in 2016).
- 5) In collaboration with senior administrative colleagues, give attention to certain pressing operational concerns, including
 - a) deferred conceptual/organizational maintenance,
 - b) fiscal viability, including establishing selective financial targets for
 - i) student-faculty ratios,
 - ii) compensation,
 - iii) funding for technology enhancements,
 - iv) depreciation,
 - v) fund raising, and
 - vi) contingency funding.
 - c) physical plant needs (both renovation and new), and
 - d) elements of the strategic plan for diversity.
- 6) Lead a review of institutional image including distinctive rubrics and uniformity of language, both spoken and written.

Jay Phelan – executive vice president for academic affairs

- 1) Oversee a review of viability for all majors and academic programs, and establish policies and practices as appropriate.
- 2) In collaboration with administrative colleagues, review programmatic parameters to identify a viable economic model for all university academic programs.
- 3) Collaborate with the task force appointed to address concerns for faculty governance and facilitate completion of this work during the current academic year.
- 4) Evaluate the administrative structure for the academic program and recommend modification as appropriate.
- 5) Oversee a review of MAPP.
- 6) Oversee curricular and co-curricular assessment of student learning, to ensure appropriate data gathering, data analysis and presentation, and programmatic improvement based on findings.
- 7) Collaborate with the Accountability Council to implement selective components of the Strategic Plan for Diversity.

Carl Balsam – executive vice president and CFO

- 1) Lead a review of pressing campus facility needs, including planning for renovation of selective buildings, implementing improved security in student residences, advancing a feasibility study for a student union/university commons, and initiating planning for NW Foster/Kedzie.
- 2) Give attention to the continuing fiscal viability of the university by establishing financial targets for
 - a) student-faculty ratios,
 - b) compensation,
 - c) funding for technology enhancements,
 - d) depreciation,
 - e) fund raising, and
 - f) contingency funding.
- 3) Assess the current funding gap in replacement and renewal budgets for information technology, including selective enhancements (e.g., universal card).
- 4) Oversee implementation of (a) discrimination training (especially for sexual harassment and racial diversity) for employees and (b) supervisory training for directors and managers.
- 5) Review and update multiple-year financial modeling, with attention to current enrollment expectations and forthcoming financial targets.
- 6) Conduct a campus security audit.

Dan Tepke – senior vice president

- 1) Oversee student recruitment to assure enrollment expectations for all programs (traditional undergraduate, adult undergraduate, graduate, and seminary) and attain modest improvement in the academic quality of the traditional undergraduate class.
- 2) Revitalize the annual fund by implementing the recently design plan, and increase annual fund revenue to \$2.1 million for 2006-2007.
- 3) Improve communication with and programs for alumni (both Covenant and non-Covenant).
- 4) Build the donor base for both initial giving and greater giving.
- 5) Lead major gift officers in increased significant contact with donors.

Andrea Nevels – dean of students

- 1) Lead efforts to increase first-year to sophomore-year retention.
- 2) Collaborate in assessing renovation needs of selective student residences and increased security in all student residences.
- 3) Review educational programmatic elements implemented in recent years in Park North and Sawyer Court to assess outcomes and strengthen as appropriate.
- 4) Develop initial programming for parents.
- 5) Collaborate with the Assessment Committee to assure appropriate attention to out-of-class student learning, with analysis of findings and implementation of appropriate change.

ACTIVITIES LISTED BY INSTITUTIONAL PRIORITIES

SR ADMIN	PRIORITY ACTIVITIES
Increased Communication Effectiveness	
DP	Cultivate an enhanced culture of communication with both on- and off-campus constituencies
DP	Learn the story of NPU – its ethos, spirit, and traditions.
DP	Meet and initiate relationships with the people of NPU – including both on- and off-campus audiences.
DP	Lead a review of institutional image including distinctive rubrics and uniformity of language, both spoken and printed.
DT	Improve communication with and programs for alumni (both Covenant and non-Covenant).
AN	Develop initial programming for parents.
Attention to Financial Viability	
JP CB	Review programmatic parameters to identify a viable economic model for all university academic programs.
CB DP DT JP AN	Give attention to the continuing fiscal viability of the university by establishing financial targets for (a) student-faculty ratios, (b) compensation, (c) funding for technology enhancements, (d) depreciation, (e) fund raising, and (f) contingency funding.
CB	Assess the current funding gap in replacement and renewal budgets for information technology, including selective enhancements.
CB	Review and update multiple-year financial modeling, with attention to current enrollment expectations and forthcoming financial targets.
DT	Oversee student recruitment to assure enrollment expectations for all programs and attain modest improvement in the academic quality of the traditional undergraduate class.
DT	Revitalize the annual fund by implementing the recently design plan, and increase annual fund revenue to \$2.1 million for 2006-2007.
DT	Build the donor base for both initial giving and greater giving.
DT	Lead major gift officers in increased significant contact with donors.

Deferred Conceptual/Governance Maintenance	
JP	Collaborate with the task force appointed to address concerns for faculty governance and facilitate completion of this work during the current academic year.
JP	Evaluate the administrative structure for the academic program and recommend modification as appropriate.
JP	Oversee a review of MAPP.
Facilities Improvements	
CB AN	Lead a review of pressing campus facility needs, including planning for renovation of selective buildings, implementing improved security in student residences, advancing a feasibility study for a student union/university commons, and initiating planning for NW Foster/Kedzie.
Programmatic/Operational Quality Improvement	
JP	Oversee a review of viability for all majors and academic programs, and establish policies and practices as appropriate.
JP	Oversee curricular and co-curricular assessment of student learning, to ensure appropriate data gathering, data analysis and presentation, and programmatic improvement based on findings.
JP	Collaborate with the Accountability Council to implement selective components of the Strategic Plan for Diversity.
CB	Oversee implementation of (a) discrimination training (especially for sexual harassment and racial diversity) for employees and (b) supervisory training for directors and managers.
CB	Conduct a campus security audit.
AN	Lead efforts to increase first-year to sophomore-year retention.
AN	Review educational programmatic elements implemented in recent years in Park North and Sawyer Court to assess outcomes and strengthen as appropriate.
AN	Collaborate with the Assessment Committee to assure appropriate attention to out-of-class student learning, with analysis of findings and implementation of appropriate change.
Envisioning for NPU@125	
DP	Initiate envisioning exercises with (a) the faculty and staff and (b) the Board of Trustees primarily, and selective groups of friends and alumni secondarily, to engage ideas about what we should expect NPU to be when we celebrate its 125 th anniversary (in 2016).