

OCCASIONAL CAMPUS COMMUNIQUE

October 31, 2011

The President's Perspective – A Brief Essay

It doesn't surprise anyone that we ask a lot of questions at North Park. Questions lead to answers, which in turn lead to more questions, additional answers, then still more questions.

Learning is a process of asking questions and testing answers. We do this on many levels—sometimes individually without much contact with others, at other times in teams of two or three, more often in a classroom of 20 students, and then occasionally even as a whole community.

Each year we encourage our entire community to consider a “big” question—an idea that frames our life individually but which also guides our lives collectively. We call this the annual “campus theme.”

This year we're asking, “What is community?” We expect students will consider this question individually, but we also encourage our entire “community” to reflect on this question collectively.

In exploring this question we invited Sharon Haar to campus, the author of a recent book that explores the relationship between campus and city, using colleges and universities in Chicago as a case study. This relationship between campus and city is the locus of community. And in this setting Haar suggested a new yet related concept. She asked, “On our campuses and in our city should we speak of ‘urbanity’ rather than ‘community?’”

community
urbanity

Friends and strangers meet on a campus and in a city like North Park and Chicago. Here community is formed, here urbanity is born. Urbanity is edgy and sometimes gritty. Urbanity is infused with life but it isn't always a pretty life. Urbanity is filled with plenty of smiles and abundant joy, but urbanity also makes room for tears and pain. Urbanity includes friends, but also strangers.

This comes close to the definition for community suggested in an interview with Karl Clifton-Soderstrom and Judy Peterson in the forthcoming issue of the North Parker. In the interview Karl states: “Community [is] the social architecture that nurtures empathy and obligation among strangers in their movement toward friendship.” In this same interview Judy notes that in community we bear God's image.

Urbanity works in this same way: wherever friends and strangers meet—in residence halls or classrooms, on city sidewalks or in urban skyscrapers—the image of God is present.

God is among us, in community, in urbanity.

Convocation Recognition

During the third week of the semester we gathered to celebrate the professional accomplishments of our colleagues. At the University Convocation we recognized the following individuals, and we mention their names here to further affirm their work in the academy at North Park.

- Recently Tenured and Promoted Faculty
 - Ilsup Ahn (philosophy) – tenure
 - Joan Andrea (nursing) – tenure
 - Rachelle Ankney (mathematics) – promotion to professor
 - Laura Burt (library) – tenure and promotion to associate professor
 - Michelle Clifton-Soderstrom (theology) – tenure
 - Paul De Neui (missions) – tenure and promotion to professor
 - Elizabeth Gray (psychology) – promotion to professor
 - Lida Nedilsky (sociology) – promotion to professor
 - Nnenna Okore (art) – tenure and promotion to associate professor
 - Kurt Peterson (history) – promotion to professor
 - Jonathan Rienstra-Kiracofe (chemistry) – tenure
 - Kelly Vanderbrug (art) – promotion to professor
 - Johnny Wei-Bing Lin (physics) – tenure and promotion to professor

- Recently Published Book Authors
 - James K. Bruckner, Michelle A. Clifton-Soderstrom, and Paul E. Koptak, editors
 - Living Faith: Reflections on Covenant Affirmations (Covenant Publications)
 - Paul H. De Neui, editor
 - Suffering: Christian Reflections on Buddhist Buddha (William Carey Library)
 - Paul H. De Neui and Sawai Chinnawong
 - That Man Who Came to Us (William Carey Library)
 - Lorenzo Florian
 - A Comparative and dialectical Lexicon of Variation in Modern Spanish Vocabulary: Tracking Linguistic Differences Across Cultural, National, and Dialectical Boundaries (Edwin Mellen Press)
 - Robert L. Hubbard, et.al., editor

- The Eerdmans Companion to the bible (Eerdmans)
 - Rajkumar Boaz Johnson, et.al., editor
 - Indian and Christian: The Life and Legacy of Pandita Ramabai (MIIS/CMS/SPCK)
 - Barbara Levandowski
 - The Adventures of Muffin and Alexander, Book 1 (Trafford Publishing)
 - The Adventures of Muffin and Alexander, Book 2, Let the Explorations Begin (Trafford Publishing)
 - Scot McKnight
 - The King Jesus Gospel: The Original Good News Revisited (Zondervan)
 - C. John Weborg
 - Made Healthy in Ministry for Ministry (Wipf and Stock)
- Recently Appointed Administrators
 - Linda Duncan, Dean of the School of Nursing
 - Craig Johnson, Dean of the School of Music
 - Bryan Watkins, Dean of the School of Adult Learning

Congratulations to each of these people. As a campus community we're proud of the accomplishments of these friends and colleagues

Fall Enrollment

A summary of enrollment for the fall semester, including both new and returning students for all academic programs, is presented at the end of this communiqué. In these numbers there is both very good news and somewhat challenging news.

The good news is linked most significantly to enrollment of traditional undergraduate students. As you review the data you'll notice that:

- This fall we enrolled a record number of first-year students
- This fall we enrolled a large number of transfer students missing the record by only two
- This fall we enrolled a record total number of traditional undergraduate students

These are significant accomplishments and come as a result of very diligent work by our campus community throughout the past academic year. We're grateful to everyone for each person's part in this, and especially delighted to recognize those who work most directly in the recruitment process, including all in our admissions and financial aid offices and our coaches. To everyone—congratulations on a very good year.

The challenging news comes in reading the data for the rest of our academic programs—including adult undergraduate programs, graduate programs, and seminary enrollment. In a number of these areas enrollment of new students is down, in some cases quite considerably.

We all understand that recruitment is an annual activity. As soon as one year's class is enrolled we begin immediately to focus on the next year's class. In doing so this year we'll build on the good results from our efforts with traditional undergraduates this past year, and we'll seek to improve our work with adult undergraduate, graduate, and seminary recruitment.

October Meeting of the Board of Trustees

The Board of Trustees met this past weekend for its annual fall meeting. Preparation for each Board meeting is guided by materials prepared by the senior leadership team and some of our colleagues. In addition, I prepare a written report for the Board in advance of each meeting. Following the meeting my report to the Board becomes a public document and is posted electronically. In addition, the report will be distributed this week to all members of our faculty and staff for your review.

At this meeting we were delighted to welcome a new group of trustees appointed for a five year term. The following individuals are included in the Class of 2016:

- Lars P. Anderson C'85
 - Vice President for New Business Development, U.S. Bank, Detroit, Michigan
- Bruce P. Bickner A'61
 - Retired, Chairman and CEO, DeKalb Genetics Corporation, DeKalb, Illinois
- Jay P. Carstenbrock
 - Retired, Vice President Operations Support, BP, Chicago, Illinois
- Kathryn Edin-Nelson C'84
 - Professor of Public Policy and Management, John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts
- D. Darrell Griffin S'06
 - Pastor, Oakdale Covenant Church, Chicago, Illinois
- Calla M. Holmgren C'95
 - Physician, Gardner Women and Newborn Center, Intermountain Hospital, Salt Lake City, Utah
- Gregory D. Wittrock C'69
 - Vice President, General Counsel and Secretary, Masco Corporation, Taylor, Michigan

The Board addressed a number of items throughout its meeting, including those identified below:

- The annual Auditor's Report was presented, identifying a clean audit.
- The Investment Committee received reports and met with investment counsel for both our Endowment Funds and our Strategic Reserve Fund.
- The Finance Committee engaged preliminary discussion regarding a Plan of Finance for the proposed Science and Community Life building and also

considered the advisability of engaging an Owner's Representative for this construction project.

- Very preliminary design elements of the new building were presented to the board simply for information purposes.
- The Mission Committee heard a discussion on the topic of our “distinctively Christian” identity by a panel organized by Tony Zamble.
- The Mission Committee also received a report on follow-up activities in response to the report from and mandates of the Higher Learning Commissions connected to reaccreditation of the University.
- The Academic Committee initiated a discussion centered on graduate education at North Park.
- Sabbatical Leaves for 2012-2013 were approved for the following faculty:
 - Ilsup Ahn
 - Dennis Bricault
 - Lorenzo Florian
 - Paul Koptak
 - Kristy Odelius
 - Nnenna Okore
 - Rupert Simms
- Professor-emeritus status was approved for the following faculty members on their retirement:
 - Richard Carlson
 - H. Liland Horten
 - Robert Hubbard
 - Norma Sutton
- The Seminary Committee and the Board-at-large received the President's Report on the Seminary.
- The Board approved a recasting of the senior leadership position for the seminary, as follows:
 - Position Title: Dean of the Seminary
 - Reports to the university president and is a member of the university's senior leadership team
 - As the senior administrator responsible for the seminary, and as the principal public face of the seminary, this individual is responsible to:
 - Lead in articulating, promoting and aligning the mission, vision, and identity of the seminary
 - Lead educational program development in the seminary
 - Oversee the financial and operational management of the seminary
 - Collaborate with the university president, the CFO, and the vice president for development to assure the ongoing strengthening of the seminary's financial foundation to sustain long-term operational, capital, and endowment needs
 - Foster the seminary's relationship with the ECC, other churches, the broader university, global partners, and the wider communities of our urban context

- Collaborate with the vice president for enrollment and marketing and other personnel in student recruitment to assure achievement of enrollment expectations
- Promote gender, ethnic, and cultural diversity in the seminary community and curriculum in a manner reflective of the mandate of the gospel, the university's urban context, and the growing diversity of the ECC
- Provide oversight for organizational development and change and the building of dynamic faculty/staff teams.
- The Board received a report from the Seminary Leadership Search Committee and received a revised Opportunity Profile for the position of Dean of the Seminary.
- The Executive Committee of Campaign North Park reported on the status of the campaign, and strongly encouraged full and continued participation by the Board in campaign activities.
- An extended discussion on enrollment at both the undergraduate and graduate levels was undertaken by the Student Recruitment and Retention Committee.
- The Student Recruitment and Retention Committee also received a report on the EARS initiative, with presentation of initial data forthcoming through this effort.

In the President's Report on the Seminary the following activities were identified and endorsed for continued work during the academic year.

Continuing Endeavors

Several assessment and program development activities have been initiated in recent months. These should be completed in a timely manner.

- *Alignment of Mission* – As a member of the seminary's interim leadership team, Timothy Johnson has participated in the ECC's "Organizing for Mission" process. As this process is advanced, we will identify a task force (with members selected from both the seminary and the church) to consider the interests and needs of the ECC as identified through Organizing for Mission in relation to the seminary. This will provide the means for outlining denominational expectations of the seminary, and for assessing how best to address these expectations in a financially feasible yet dynamic manner.
- *Curricular Development* – Over recent semesters Dean Cannell and the faculty have undertaken extensive work in curriculum development. Some portions of this effort have been completed while other portions are ongoing. This comprehensive review of the seminary's educational program will identify curricular structures, course requirements, and delivery formats which provide effective educational outcomes, attract students and respond to church needs, and have potential for positioning NPTS within competitive markets and among diverse populations in the church. Curricular revisions will also be reviewed for their financial viability and include appropriate modeling. We affirm this curricular review and expect it to be completed

by the end of the academic year. The Dean will submit a report for the new seminary leader and the university president by the end of May 2012.

- *Tuition and Financial Aid* – Under the leadership of Mark Olson a working group continues to examine seminary tuition charges and financial aid practices. In addition to seminary faculty, Carl Balsam and financial aid personnel are being incorporated into this discussion and ECC leadership will be consulted to ensure proposed changes in financial aid practices address church interests, as feasible. This group will complete its work during the academic year, and likely will be in a position to present a working report to the university president in time for discussion with the Seminary and Finance Committees of the Board in February 2012.
- *Marketing and Enrollment* – Under the leadership of Nate Mouttet and in collaboration with Mark Olson a marketing and enrollment task force has been recently initiated. The objective is to address the seminary's communication and marketing needs within the university's broader integrated marketing plan and in support of effective seminary student recruitment. Additionally, this task force will identify reasonable enrollment targets and a plan for student recruitment. Substantial completion of this process, with recommendations, is expected by the end of the academic year. A preliminary report will be presented to the university president by mid-March with expectations for discussion of a completed report with the Seminary Committee of the Board in May 2012.

New Initiatives for Administrative Implementation

- *Faculty Profile, Workload, and Practices* – Dean Cannell and the seminary faculty will undertake a careful study and review of the faculty staffing requirements for the seminary. The objectives of the review will be to identify an effective configuration of the faculty to support the mission of the seminary and its curricular needs within the context of economic viability and sustainability and equitable load expectations. The report will review related practices such as faculty teaching load, release time, class sizes, support for ECC ministry, student advising and pastoral support, and scholarship and writing. A preliminary report will be presented to the university president in time for discussion with the Seminary Committee of the Board in February 2012, with a completed report expected by mid-April 2012.
- *Economic Model* – A sustainable and responsible economic model and financial projection for the seminary will be developed. The model will be drafted by the executive vice president/CFO and the university president through a process that includes consultation with the seminary faculty and administrative team and select members of the ECC leadership team. Key elements of a working model will be reviewed with the Seminary and Finance Committees of the Board in February 2012, with a completed model presented for Board approval in May 2012.
- *Seminary Fundraising* – The university president, the new seminary leader, and the vice president for development will meet soon after the appointment of the new

leader to consider and propose a structure to support effective fundraising for the seminary in collaboration with the university's broader fundraising efforts. We expect this assessment can be completed for discussion with the Seminary and Development Committees of the Board in October 2012.

All told this was a very good meeting of the Board of Trustees reflecting this very good year at North Park.

Strategic Planning

This semester we have initiated a number of activities to support our work later in the year toward developing a new strategic plan for North Park. Three particular activities are especially important to this work.

- Nate Mouttet, Mark Olson, and a small group of others are considering enrollment projections for the next five years, with attention to undergraduate programs, non-traditional and graduate programs, and the seminary.
- The University Council is meeting monthly to consider how our educational context, our work practices, our provision of student services, and our pedagogy should evolve in an environment where our students are “digital natives.”
- Our annual fall academic program planning meetings this year involve an expanded audience with a number of co-curricular education program units included. The report prepared by each academic and co-curricular unit will address the following points:
 - In light of the unit's specific mission and purpose (and within the broader context of the University's mission, vision, and identity) what are the primary indicators of the unit's present effectiveness?
 - How are changes during the next five years (in prospective students, the workplace, the economy, the church, the broader academy, etc.) likely to affect this program unit? What are the most important opportunities available today or likely to be available in the near future, especially for this program unit?
 - What is your vision for this unit in five years; what goals do you have for this time-frame? Additionally, what plans are you prepared to set in motion during the next three years to move toward fulfilling this vision and reaching these goals?
 - What current and/or future partnerships (some internal to the university and some external to the campus both within the city and beyond) do you envision as important to reaching the vision/goals for the next five years?

Mark Your Calendar

We have a tradition at North Park to mark the end of the fall semester and the beginning of the Advent season with three special events. These are important to the social and

spiritual well-being of our campus community, and each of us is encouraged to attend and participate in these events.

Please mark your calendar and plan to join your colleagues at each event.

- Sunday, December 4 – at 4:00 p.m. – Festival of Lessons and Carols performed by our campus musicians at Our Lady of Mercy Church just south of the campus.
- Thursday and Friday, December 8 and 9 – in the evening – Open House with David and Linda Parkyn at Hawkinson House. Our gathering responds to the joy of Advent and Christmas as we gather with colleagues, spouses, and guests for an evening of great conversation, wonderful food, and beautiful music. Invitations will be mailed to our home addresses; please RSVP.
- Tuesday, December 13 – mid-day – Our annual Christmas Holiday Lunch for all faculty and staff, with recognition of employment anniversaries.

More information will be available on each of these events throughout the month of November. All that matters now is that we mark our calendars and look forward to participating in each activity.

New Student Enrollment Summary
Fall Semester – Annual Census Data

	2005	2006	2007	2008	2009	2010	2011
<i>Undergraduate (traditional)</i>							
First-Year	359	374	373	415	364	381	425
Transfer	246	229	217	179	205	211	244
Visiting				12	7	10	6
TOTAL	607	603	595	606	576	602	675
<i>Undergraduate (non-traditional)</i>							
College Bridge	2	0	0	1	0	0	0
ESL	53	20	22	19	4	12	5
RN Completion	34	11	33	15	16	10	9
SAL	66	41	61	45	33	61	54
Education Certification	12	26	48	19	8	10	1
TOTAL	167	98	137	99	61	93	69
<i>Graduate</i>							
SBNM	85	95	88	88	74	95	91
MS Nursing	40	32	30	39	29	26	29
Adult Nurse Practitioner	2	5	10	2	2	5	1
MA Education (all sites)	40	55	61	61	67	41	70
MA Community Development	10	7	10	0	0	0	0
Master of Music	7	7	5	4	3	4	5
TOTAL	184	201	204	194	175	171	196
<i>Seminary</i>							
Degree-Seeking*	75	47	61	40	75	47	40
Credential	n/a	n/a	n/a	n/a	n/a	5	5
Other Non-Degree Seeking	n/a	n/a	n/a	n/a	n/a	9	17
TOTAL	75	47	61	40	75	61	62
GRAND TOTAL New Students	1,033	949	997	939	887	927	1002
International Exchange (non-revenue)		18	10	21	9	23	19
NPTS Cross Registered	0	3	3	0	5	4	3

*Prior to 2010 all seminary enrollment data does not distinguish between degree-seeking, credential, and other non-degree seeking students.

Headcount Report (Total Enrollment)
Fall Semester – Annual Census Data

	2006	2007	2008	2009	2010	2011
<i>Undergraduate (traditional)</i>						
Returning	1133	1255	1276	1266	1244	1249
First-Year	374	373	415	364	381	425
Transfer	229	217	179	205	211	244
Visiting		9	12	17	14	11
TOTAL	1736	1854	1882	1852	1850	1929
<i>Undergraduate (non-traditional)</i>						
College Bridge	0	0	1	0	0	0
ESL	31	29	24	6	15	5
RN Completion	47	83	81	83	78	50
SAL	210	237	240	214	252	228
Education Certification	42	69	63	44	46	23
Special (students-at-large)	7	0	0	0	0	0
TOTAL	337	418	409	347	391	306
<i>Graduate</i>						
SBNM	344	329	353	337	382	372
MS Nursing	144	136	151	167	169	161
Adult Nurse Practitioner	15	21	20	21	16	16
MA Education (all sites)	141	162	169	188	154	168
MA Community Development	30	28	13	5	0	0
Master of Music	13	15	14	10	10	11
TOTAL	687	691	720	728	731	728
<i>Seminary</i>						
Degree-Seeking*	287	284	269	269	213	188
Credential	n/a	n/a	n/a	n/a	8	11
Other Non-Degree Seeking	n/a	n/a	n/a	n/a	56	61
TOTAL	287	284	269	269	277	260
GRAND TOTAL Headcount	3069	3251	3285	3201	3254	3223
International Exchange (non-revenue)	0	9	23	9	24	23
NPTS Cross Registered	4	4	5	5	5	3

*Prior to 2010 all seminary enrollment data does not distinguish between degree-seeking, credential, and other non-degree seeking students.