

**REPORT TO THE BOARD OF TRUSTEES
October 2010**

**David L. Parkyn
President**

Over the past year we've been anticipating our ten-year accreditation review by the Higher Learning Commission. We've completed the required (and helpful) institutional self-study report, and we will host the visiting team on campus in mid-November. The self-study process entailed a large number of people, representing every department and work unit at the University. I'm especially grateful for the leadership of Provost Joe Jones in this effort, along with the significant involvement of Robert Stanley and Elizabeth Ritt as co-chairs of the project, and Nancy Arnesen whose careful editing produced a cohesive document.

If the self-study report serves an institution well it will include both reflection on the past and anticipation of the future for the university. We believe our report has effectively embraced both of these ideals, and we hint to this in our short preface to the final document:

North Park University claims a rich and substantial history, one which over many years has shaped the institution we are today. We were established by an immigrant faith community on the far north side of Chicago. We are today an academic community molded by a commitment of faith, located in the heart of a world-class city, and comprised of people from myriad world cultures and ethnic traditions.

As this self-study report demonstrates, the recent decade has been a particularly strong one for North Park University. Some improvements are easy to measure. Student enrollment has increased substantially. We have expanded and diversified our curriculum for undergraduates, graduate students, and seminarians. The fiscal well-being of the school has been improved substantially. We have undertaken dramatic enhancements to our campus facilities and outdoor spaces. Other improvements are represented in more subtle ways. Most important among these are a renewed sense of mission and an increased clarity of institutional identity. Additionally, in recent years we have actively embraced our location in the city of Chicago as an important aspect of the education students receive at North Park.

Such improvements represent positive change over the past decade. What has remained constant is our dedication to educate students—to “preparing students for lives of significance and service.”

In his recent book, Seeing the Light: Religious Colleges in Twenty-First Century America (The Johns Hopkins University Press, 2010), higher education scholar Samuel Schuman profiled North Park University and described it as a place which is “difficult to compare to others.” Schuman wrote: North Park University “is, on the one hand, vigorously religious and strongly denominational with a continuing tie to a particular immigrant population, and yet equally strongly and vigorously open to students from the widest diversity of backgrounds. It occupies a pleasant, green, and historical campus, in the very middle of a bustling major American city. Perhaps most impressive and surprising, not only is North Park University Christian, urban, and multicultural, but it has managed to be all those things and also to be coherent.”

We affirm Schuman’s basic conclusion: North Park University is an academic community with a distinctive character, an intentional ethos, and a purposeful mission and vision. And within this context we embrace the opportunity afforded by this self-study report to reflect on the effectiveness of the University’s educational program, consider the achievements of recent years and the opportunities of the present, and embrace an engaging future for North park in the years to come.

The report is organized according to the five criteria for assessment mandated by the Higher Learning Commission. Within each of the five chapters we review our recent and present standing, and conclude each chapter with reference to (a) strengths, (b) challenges, and (c) opportunities for the future which are relevant to the respective criterion.

We expect that the report of the accrediting team, following their campus visit, will affirm the way in which North Park University carries out its mission and lives into its expressed identity and vision. We also expect the report to include recommendations for how our work toward this mission and identity, a continuously strengthen educational program, and an institution of increased fiscal stability can be further improved during the coming decade.

It is important for the Board of Trustees to be familiar with the process of accreditation and to understand the essential recommendations presented in the self-study report. To this end, during the past year the Board’s Committee on University Mission and Identity has been involved in reviewing drafts of the self-study report. And when the Board gathers in October we will dedicate our usual session on the Board’s Professional Development to an overview of the self-study report with attention to the concluding elements of each chapter.

A Special Welcome

As the Board gathers for the October meeting we will introduce and welcome several new members of the Board of Trustees. This includes:

- Rene Borkowski – Chicagoland
- Randy Furushima – Hawaii
- Donna Harris – Minnesota
- Paul Hawkinson – Chicagoland
- Peter Hong – Chicagoland

This group will participate in an orientation session for new trustees on Thursday afternoon, and then will join the full Board on Friday and Saturday.

Primary Agenda for the October Meeting

At the October meeting we'll discuss several items of interest to the University. A few of these require specific action by the Board, but all of them are important to informing our work together.

- Enrollment – During each of the two most recent meetings of the Board (in February and May, 2010) we presented information regarding a challenging student recruitment environment. Within this context we're very pleased to present the enrollment report for Fall 2010. Through careful work and a diligent effort on the part of many people we achieved a substantially stable enrollment environment.
 - The specific data for Fall 2010 (including data for both "new" and "total" students in the various program areas) are attached at the end of this report, and compared with data from recent years.
 - Please note the following:
 - Enrollment of "new" traditional undergraduates (both first-year and transfer) has recovered from last year's dip.
 - Though not evident in the data reported, we experienced a slight decline in the retention rate for returning undergraduate students. This off-sets the increase in new students, resulting in a level enrollment scenario between the two years.
 - We have reversed the gradual enrollment decline, over several years, in the School of Adult Learning.
 - Enrollment in our graduate programs is stable in many areas, with a significant increase in the School of Business and Nonprofit Management.
 - Enrollment in the seminary has increased slightly, but as Mark Olson notes in his report seminary students are increasingly part-time which collectively represents a significant decline in the full-time equivalent student enrollment in the seminary.

- The annual Dashboard Reports (which are distributed with the materials for this meeting) also provide several important data points on enrollment. In particular we note that (a) the portion of undergraduate students who live in campus residences continues to decline, and (b) a significant demographic shift is taking place with a smaller portion of the undergraduate student body coming from out-of-state. Additionally, the number of students of color has increased slightly.
- FY '11 Budget – The preliminary budget adopted at the May meeting will be reviewed. Enrollment and revenue projections are on target overall so we are able to recommend reaffirmation for the budget.
- Accreditation – The Board will review the self-study report. Three members of the Board will be present on campus during the visit of the accrediting team. These include David Helwig, LoAnn Peterson, and Kristine Strand.
- Institutional Leadership – Searches continue for the President and Dean of the Seminary and the Vice President for Enrollment and Marketing. We will provide an update on both searches when the Board is in session.
- Fund Raising Campaign – The Campaign Executive Committee will meet immediately prior to the Board meeting. On Friday morning, during our first full Board session, we'll provide a brief overview of the campaign status, introduce some new printed materials on the campaign, and hear from the campaign co-chairs, David Helwig and Dr. Timothy Johnson.
- Routine Matters – As is the case at each meeting of the Board there will be a number of “routine” topics for us to address. At this meeting these matters include setting tuition for the coming academic year and approving sabbatical proposals for 2011-2012.

Continuing Campus Initiatives

First-Year Experience – As part of our effort to increase our undergraduate student retention rate I have appointed a working group to look closely at all program areas supporting the “first-year experience.” This is a “best practice” which has been engaged by colleges and universities across the country during the past 20 years and as a result there is substantial research available to guide our work. The working group will issue a status report late this semester and will then provide recommendations for implementation during the 2011-2012 academic year.

Campus Improvements - Over the summer months we completed a number of improvements to our campus facilities: a new indoor and outdoor entrance to the gymnasium; a complete repainting and recarpeting of Ohlson House and improvements to common areas in Anderson Hall; new windows in Old Main; new furniture in some academic spaces; repairs to Isaacson Chapel; new infield turf in the Holmgren Athletic

Complex and renovated locker rooms in the gymnasium; and a number of smaller projects across the campus.

International Students –179 international students are enrolled at North Park. 93 are new to North Park this year—40 degree-seeking undergraduates, 31 year-long exchange students, 14 ESL students, and 9 graduate students. 37 of these new students are from Sweden; 34 are Korean, 15 are Norwegian, 11 are Polish, and 7 are Chinese. In addition, approximately 60 domestic students will study abroad this year.

Academic Planning Sessions – Each year we ask the leaders of our various academic units to consider specific topics in their program areas. This provides Provost Jones and me, along with our business office administrators, our marketing and recruitment professionals, our career development office, and others on campus, the opportunity to meet with academic leaders and select faculty and collaborate in the ongoing development of our academic program areas. This year our focus will be on recruitment and enrollment. We'll give attention to how programs feature our learning context in the city of Chicago, what areas represent potential market growth points for select programs, how faculty can be involved in student recruitment, and how best to feature our curricular programs on the University web site.

Faculty Professional Accomplishments – During the third week of the semester we sponsored a University Convocation to recognize faculty accomplishments. Our tradition in recent years has been to applaud those faculty members who have been recently promoted and/or tenured and to name individuals who have published books during the past year. This year we also installed three faculty members to endowed chairs, and we were pleased to welcome to the convocation members of the respective families for each of the endowed chairs. The following are included among the individuals recognized in the convocation:

- Recently Tenured and Promoted Faculty
 - Liza Ann Acosta – promotion to professor
 - Ilsup Ahn – promotion to associate professor
 - Rachelle Ankney – tenure
 - Angelyn Balodimas Bartolomei – tenure
 - Chad Eric Bergman – tenure
 - Michelle Clifton-Soderstrom – promotion to associate professor
 - Gertrude DeWaters – tenure
 - Alice Gorguis – tenure
 - Kathryn Maier-O'Shea – promotion to professor
 - Bradley Nassif – tenure
 - Kristy Odelius – tenure and promotion to associate professor
 - Jonathan Rienstra-Kiracofe – promotion to professor
 - Matthew Schau – tenure and promotion to associate professor
 - Joel Willitts – promotion to associate professor

- Recently Published Book Authors

- Noelle Baker (contributing editor)
 - Employee Benefits (by Joseph J. Martocchio, McGraw Hill Publishers)
- Mae Elise Cannon
 - Social Justice Handbook: Small Steps for a Better World (InterVarsity Press)
- Michelle Clifton-Soderstrom
 - Angels, Worms, and Bogeys: The Christian Ethic of Pietism (Wipf and Stock Publishers)
- Paul De Neui (editor)
 - Family and Faith in Asia: The Missional Impact of Social Networks (William Carey Library)
- John R. Hjelm
 - The dimensions of Health: Conceptual Models (Jones and Bartlett Publishers)
- Scot McKnight
 - One Life: Jesus Calls, We Follow (Zondervan Press)
 - Church in the Present Tense (Baker Academic Publishers)
- Soong-Chan Rah
 - Many Colors: Cultural Intelligence for a Changing Church (Moody Press)
- Rupert Simms
 - A Gramscian Analysis of the role of Religion in Politics: Case Studies in Domination, Accommodation, and Resistance (Edwin Mellon Press)
- Michael F. Bird and Joel Willitts (editors)
 - Paul and the gospels: Christologies, Conflicts, and Convergences (T & T Clark)
- Recently Appointed Administrator
 - Anthony Zamble – Director of University Ministries
- Faculty Installed to Endowed Chairs
 - Linda Duncan – Gretchen Carlson Memorial Endowed Chair in Nursing
 - Ilsup Ahn – Carl I. Lindberg Endowed Chair in Applied Ethics
 - Julia Lynn Davids – Stephen J. Hendrickson Endowed Chair in Music

Closing Thought

In my State of the University Address, presented to our faculty and staff gathered early in the academic year, I concluded my comments with the following thought:

During the summer I have periodically reflected on words taken from a general thanksgiving written centuries ago by a now anonymous Christian liturgist. In the middle of this prayer of thanksgiving are these words:

We thank you for setting us to tasks which demand our best efforts, and for leading us to accomplishments which satisfy and delight us.

These words ring true for me when I think of my place at North Park; I pray they ring true for you as well. God calls us to this time and place, sets before us important tasks and invites us to bring to them our best efforts, and promises accomplishments which will satisfy and delight our souls.

The road is long, yet I rejoice that we travel together. May God bless each of us this year in our individual vocations and in our collective life on this campus. Thank you for your dedication to the students of North Park.

And, thank you, for your dedication to our school and for your personal support and encouragement to the University's senior leadership team.

New Student Enrollment Summary
Fall Semester – Annual Census Data

	2005	2006	2007	2008	2009	2010
<i>Undergraduate (traditional)</i>						
First-Year	359	374	373	415	364	381
Transfer	246	229	217	179	205	211
Visiting				12	7	10
TOTAL	607	603	595	606	576	602
<i>Undergraduate (non-traditional)</i>						
College Bridge	2	0	0	1	0	0
ESL	53	20	22	19	4	12
RN Completion	34	11	33	15	16	10
GOAL	66	41	61	45	33	61
Education Certification	12	26	48	19	8	10
TOTAL	167	98	137	99	61	93
<i>Graduate</i>						
SBNM	85	95	88	88	74	95
MS Nursing	40	32	30	39	29	26
Adult Nurse Practitioner	2	5	10	2	2	5
MA Education (all sites)	40	55	61	61	67	41
MA Community Development	10	7	10	0	0	0
Master of Music	7	7	5	4	3	4
TOTAL	184	201	204	194	175	171
<i>Seminary</i>						
Degree-Seeking*	75	47	61	40	75	47
Cross Registered	0	3	3	0	5	4
Credential	n/a	n/a	n/a	n/a	n/a	5
Other Non-Degree Seeking	n/a	n/a	n/a	n/a	n/a	9
TOTAL	75	50	64	40	80	65
GRAND TOTAL New Students	1,033	952	1,000	939	892	931
International Exchange (non-revenue)		18	10	21	9	23

*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
<i>Undergraduate (traditional)</i>					
Returning	1133	1255	1276	1266	1244
First-Year	374	373	415	364	381
Transfer	229	217	179	205	211
Visiting		9	12	17	14
TOTAL	1736	1854	1882	1852	1850
<i>Undergraduate (non-traditional)</i>					
College Bridge	0	0	1	0	0
ESL	31	29	24	6	15
RN Completion	47	83	81	83	78
GOAL	210	237	240	214	252
Education Certification	42	69	63	44	46
Special (students-at-large)	7	0	0	0	0
TOTAL	337	418	409	347	391
<i>Graduate</i>					
SBNM	344	329	353	337	382
MS Nursing	144	136	151	167	169
Adult Nurse Practitioner	15	21	20	21	16
MA Education (all sites)	141	162	169	188	154
MA Community Development	30	28	13	5	0
Master of Music	13	15	14	10	10
TOTAL	687	691	720	728	731
<i>Seminary</i>					
Degree-Seeking*	287	284	269	269	213
Cross Registered	4	4	5	5	5
Credential	n/a	n/a	n/a	n/a	8
Other Non-Degree Seeking	n/a	n/a	n/a	n/a	56
TOTAL	291	288	274	274	282
GRAND TOTAL Headcount	3069	3251	3285	3201	3254
International Exchange (non-revenue)	0	9	23	9	24

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