

Appendix

Quotes from Messiah's 1997 Strategic Plan'

1. Holistic Excellence

The pursuit of excellence is a Christian virtue. Messiah College is committed to excellence and high standards of performance, with expectations for outstanding quality in all areas of campus life. Excellence is expected from each member of the Messiah community and is also to be reflected in each program and activity of every department and in the corporate culture we embody. . . . The College . . . seeks to promote and support the best efforts of all its students toward the development of their intellect, character, and faith. To achieve excellence, the College is committed to creating a climate which optimizes the gifts of each person and encourages mutual cooperation across the campus. Furthermore, the College limits its activities and programs to those which contribute most effectively to the mission of the College.

2. Faithful Stewardship

Longer-term considerations in developing this college environment should take precedence over short-term expediency . . . Stewardship of limited resources requires careful planning with attention to shaping financial commitments, facilities development and personnel assignments in keeping with programmatic priorities. . . . Messiah must also continually refine its administrative systems for efficiency and responsiveness to the College's mission and program priorities, improve its support and services to students towards nurturing their God-given gifts, and ensure adequate and appropriate physical and technological facilities and service levels of both staff and students.

3. Promoting Student Learning

We believe with new initiatives we can further improve the quality of student learning through both the curriculum and co-curriculum.

4. Advancing Scholarship and Teaching

Our goal is to recruit capable scholars to join our campuses, to foster effective teaching by the faculty, to promote scholarship by all College educators, and to provide structures which will advance Messiah College as a national center for scholarship and artistic creativity.

5. Fostering Community

As the College becomes more diverse, increased and deliberate efforts are needed to cultivate common experiences . . . Our goal is to facilitate active expressions of campus community by promoting nurture and accountability in ways which are intellectually coherent, socially alert, and spiritually sensitive.

6. Embracing Diversity

Our goal is to welcome on our campuses, and include among our numbers, men and women from diverse backgrounds, knowing that each reflects the image of God in particular ways, each represents a part of the church worldwide, and each contributes to the educational richness of the College.

7. Expanding Institutional Leadership

Fulfilling the objectives of this plan will position Messiah as a prominent Christian college. Those programs and initiatives which elevate the Colleges leadership role in Christian higher education should, generally, receive priority in the implementation process. . . . An enhanced reputation and expanded national visibility will draw students from a wider geographic region, increase selectivity in student admissions, and attract strong faculty. In addition, expanded national leadership in higher education will increase the perceived value of a Messiah education. . . . Our goal is to develop programs which will enhance the College's leadership role in higher education and its development as an academically rigorous and unapologetically Christian institution.

¹ http://www.messiah.edu/about/about_09.shtml; accessed 22 November 2001.