

The State of the University (Detailed Outline)
September 16, 2009
Presented by Dr. G. Craig Williford
President of Trinity International University

Introduction: explain use of Twitter

- Thank you for your dedication, passion, sacrifices and commitment to God, our students and Trinity—it is clear that we all love TIU.
- Thank you for thinking creatively to solve challenges, and focusing on what we can do, not just on what we can't do.
- Thank you for our frank, open and productive conversations.
- Apostle Paul at Troas: much to say; spoke until midnight; young man fell asleep; falls to his death. We can't talk about everything that is most important to me—otherwise we would be here all night.

Story of Alumnus: Dr. Yong Cho (BA 83, MDiv 85, ThM 87, PhD 97)

Dr. Cho serves as the International Director of the Global Network of Mission Structures. In addition to having over 200 missionaries serving throughout the world, his organization works to coordinate the work of western and non-western missionary agencies. He has organized Tokyo 2010. This conference will bring together world mission agency leaders to strategize how to more effectively reach unreached people groups, etc. Alumni like Dr. Cho are why we exist as a university.

So where are we?

While facing numerous, crucial challenges, the state of Trinity International University is improving and making progress. I am pleased to also say that we have numerous wonderful opportunities ahead. We also have some hard work ahead of us. In the years ahead, we need to: provide short term and long term solutions to our financial challenges; reposition ourselves strategically for when the recovery occurs; and work together as we move forward with some changes that we need to implement soon.

Right now allow me to focus on some updates

1. Enrollment—we slightly exceeded our enrollment projections for TIU; this produced a slight increase in net revenue.
2. The Governance Task Force is underway.
3. The Strategic Planning Task Force is being finalized and will be underway soon—EC has asked the deans for two faculty members for the task force.
4. The branding/marketing/advertising/web positioning/ web redesign consultation is making solid headway—a roadmap is coming.

5. The overall spirit on campus is positive and upbeat while cautiously waiting to see what happens in the days, weeks and months ahead.
6. Already we started the first steps in our budget planning process for the next year; however, it is far too early to make definitive statements about next year's budget. Yesterday the head of the Federal Reserve announced that the technical indicators now support the idea that the recession has ended. He also stated that the period for rebuilding/sustained growth will take a few more years. I know that now many of you are feeling the reality of the budget cuts made in this year's expense budget. Please know that we pray that God will provide funding for us to include a salary increase for next year, and at some level reinstate 403b employer contributions and/or professional development funds. I know some of you want me to make promises at this time. I am making only one promise today—that I will give regular updates and keep you informed. I anticipate that it will be February's board meetings before we may be in a position to make definitive statements for next year's budget.

I am happy though to make three announcements that I think all of us will celebrate:

1. For all full time employees of TIU—CA, FL, South Chicago and Deerfield—there will be a one time gift of one thousand dollars given to you in November. You can decide whether you direct these monies to your salary, 403b, or professional development.
2. We will close the offices at 5:00 p.m. on Dec 23rd and reopen on January 4, 2010.
3. We will proceed with some strategic facility improvements. Plans are not completely finalized but the basic strategies are to positively impact our educational mission, enrollment and advancement goals, and provide a safe environment. Financial partners, prospective students and their parents are making comments about the deteriorating state of our facilities. Areas currently on the list:
 - a. McLennan classrooms: new AC units; white boards; repair fans on heaters that shrill when used; and adult furniture
 - b. First floor of Library: tile, new carpet and furniture
 - c. Courtyard outside of Chapel
 - d. Please be patient—give us time. I know those of you with offices on the third floor of McLennan desperately need major remodeling for those offices. A request is in process.

Stop and Take Questions:

I will talk about the future next. For now please focus your questions on these updates and the three announcements.

Restate Mission:

Trinity International University educates men and women for faithful participation in God's redemptive work in the world by cultivating academic excellence, Christian fidelity, and lifelong learning.

Restate Core Values:

As an institution committed to inerrant Scripture, given by God as our final authority for faith and life, we hold ourselves accountable to it and to each other with regard to these values as we "form students to transform the world through Christ."

1. **Christ centeredness.** We are here to model and to engender Christ centeredness in all that we do. The lordship of Christ should affect and be evident in every aspect of education, relationship, and endeavor at Trinity.
2. **Comprehensive education.** We are here to educate for the whole of life, beginning with the mind and including a comprehensive discipleship that results in a comprehensive witness. We seek to nurture students to become spiritually mature and biblically informed persons who make well-reasoned and wise intellectual and moral judgments, thereby equipping and motivating them to tackle real-world problems.
3. **Community.** We seek to be a learning community that operates by the ethics and values of the Kingdom of God. The makeup of the community should be a reflection of the breadth and diversity of the family of God. The way we treat people should be consistent with the morals, justice, compassion, humility, and love of our Lord. Interaction with students should both reflect an attitude of service to them as individuals and take advantage of opportunities for mentoring and modeling and personal development.
4. **Church connectedness.** We value service to the Church because we believe that the Church is God's central vehicle to accomplish his work in the world. Our vision for serving the Church is a global vision, just as God's vision for his Church is global. A particular value affecting Trinity's work is to identify and meet the educational needs of the EFCA.
5. **Cultural engagement.** We seek to bring faith, life, and learning to bear on the issues facing our world. Our perspective is one of engagement with culture from a Christ-centered and biblically rooted foundation. We are committed to high standards of research, scholarship, thinking, and living as a means of preparing students to engage the world and to respond honestly and earnestly to those in a pluralistic society.

Some questions that provide a possible roadmap for our work:

1. Will we maintain our statement of faith, core values, and historical DNA while adapting our approach to education when strategic and standing against culture/society when necessary?

2. Will we continue to make Christ, the Gospel, the Bible and theology “the integrating core” (Kantzer, p148) of all we do at the university? This statement doesn’t devalue the other disciplines within our university. Instead, it honors the fact that we are and will continue to be a Christian liberal arts university. These theological statements affirm that all our academic disciplines are a part of God’s truth. This foundational approach calls us to produce graduates who can persuasively articulate and live a Christian/biblical worldview. It encourages us to integrate faith and learning in all disciplines and classrooms.
3. In the current and future world, will we continue to effectively implement the vision of Ken Kantzer as defined in his own words? (See Ken Kantzer’s Interview in Trinity International University 1897-1997: Entrusted with the Gospel, pages 146-148 for a full explanation of Kantzer’s vision.)

“A faculty committed to orthodox Protestant faith, a godly faculty, a faculty deeply interested in the personal growth of students, a scholarly faculty who would be writing books and articles of high quality. A student body eager to study and teach the Word of God, students committed to evangelism, a student body concerned about missions and the spread of the gospel at home and abroad, and faculty and students consumed by love for Christ, for each other, for the church, and for the world?” (Kantzer, p146/7)
4. Will we continue to improve our comprehensive educational experience that includes first rate scholarship, spiritual formation of our students, and preparing them to be influencers of society for the sake of Christ and the Gospel?
5. Will we become one of the leaders in providing a comprehensive theological education that approaches theology from a global perspective while preparing leaders for a global world?
6. Will we provide clarity and properly position TIU for current and future theological debates in ways that allow TIU to be fully committed to its statement of faith and continue to be a respectful environment for the expression of various viewpoints within the parameters of our faith statements? Evangelicalism in the U.S. is currently polarizing over numerous theological areas.
7. Will we prepare for the new realities facing Christian higher education on the undergraduate and graduate level? These include: decreasing full time residential students; decreases in the total population of future college students; fewer state funded educational grants; more students needing to stay employed full time while completing their degrees; fewer students willing to relocate; projected possible growth in female, ethnic and racial minority students; increases in students from the expanding immigrant population; and an increased number of lay leaders seeking serious theological training with no plans to become full time vocational ministers or being residential students.
8. Will we design new majors and delivery systems that will attract the highest quality students among these new potential student populations mentioned above, e.g., a Master of Divinity degree modeled after the Doctor of Ministry with online courses, an intensive residential component and a cohort model? At Trinity

- College, can we expand the digital design minor to a major in Media Arts and Technology, and do it soon? We need to research and implement other new majors at the College that will attract the best and brightest. Will we increase our number of online courses throughout TIU? Will we provide Moodle online components for all our residential courses? Will we expand our REACH/EXCEL programs? What new majors should we start at our Florida and/or South Chicago sites?
9. Will we continue the long term work of redesigning our current financial model while in the short term securing more funding to make whatever improvements we can to compensation, professional development and other vital academic and student life areas? We reduced this year's expense budget by five million dollars. Those cuts were based on enrollment projects that prove to be prophetic. Lower enrollment numbers and a reduced expense budget will probably continue for a couple more years. We will move as quickly as wisdom, faith and funding allow to rebuild both of these areas.
 10. Will we discipline ourselves to build a long term sustainable financial model? This means that we convert the Trinity Fund to special projects; build more reserves in our expense budget; account for more depreciation funding; build a larger endowment; strategically increase our total head count while increasing our FTE; lower the average cost to educate a student; lower our tuition discounting; provide competitive compensation for all our employees; fund those programs that will support our core value of providing a comprehensive education (scholarship, spiritual formation and influencing society); and establish a capital improvement fund.
 11. Will we increase the total number of students across the university to 5,000 while also increasing our academic standards and promoting first rate scholarship throughout the entire university? By fall 2019?
 12. Will we reduce our tuition discounting; provide more funded scholarships to attract gifted students; and improve our brand, marketing, advertising and positioning on the internet?
 13. Will we provide more resources for those coming to us with educational deficiencies? We have seen diminished writing and communication skills at both the undergraduate and graduate levels.
 14. Will we successfully complete the capital campaign—three million in pledges and then pledge completion?
 15. Will we care for this campus appropriately while also being environmentally responsible?
 16. Will we demonstrate the unity of Christ and focus our resources and energies on accomplishing these goals while knowing that we will need to agree to disagree on some of the strategies, timing and decisions?

Questions: Answer Twitter questions

Story of student Cliff Nellis

- Cliff is set to receive his MDiv from TEDS in December. He is a licensed attorney and youth pastor in Chicago. Cliff just completed a 1400 mile charity bicycle ride to Bozeman, MT, to raise funds for Firehouse Community Arts Center in Lawndale, a poverty-stricken Chicago neighborhood. He involved EFCA churches in his ride across the country, strengthening TIU's connection with our denomination.

Conclusion:

The supremacy of Christ and the Gospel is the reason why we exist. Also, the inerrant, authoritative Word of God serves as the orienting compass for all our educational experience—theological understanding undergirds our work together. Producing graduates who can persuasively articulate and live a Christian/biblical worldview is our desire. It is a privilege to serve with you and I call us to join together to build an exciting new future for TIU. May God bless us as we work together to honor Him.