

EAST TEXAS BAPTIST UNIVERSITY
Centennial Council
Final Report
December 2011
Accepted by the Board of Trustees January 20, 2012

East Texas Baptist University has a long and impressive history spanning 100 years. As the Centennial of the University's founding approached, the moment seemed right to reflect on all that has been as well as to look with hope to the future. Following the encouragement of Proverbs 15:22, "Plans fail for lack of counsel, but with many advisers they succeed," the Centennial Council was convened to express a vision of how East Texas Baptist University may best fulfill its mission over the next 25 years. The charge to members of the Council was to **investigate** the strengths and challenges of the institution, **consider** where we have come from over the past 100 years as well as the current context of Christian higher education, **draw conclusions** about the best direction for the future growth and development of the University, and **recommend** how the University might advance that vision.

Membership of the Centennial Council included highly talented, successful, intelligent, and faithful people from various backgrounds, ages, ethnicities, and professions who are devoted to East Texas Baptist University and have a commitment to Christian higher education. The members (a complete list is included at the conclusion of the report) were organized into six working groups: Mission, Academic Program, The Church and Society, Leadership and Governance, Resources, and Students and Student Life.

The Centennial Council was invited to undertake a serious assessment of the institution and to establish priorities and objectives for the future. The Council was characterized by open, honest, thoughtful, and insightful discussion within and between the working groups and among the Council members. The Council sought to be rigorous as it investigated the current reality and the possibilities for the future.

Over the course of eleven months, the Council gathered together on campus three times, with additional meetings and discussions of working groups and among members held between these gatherings. The gatherings on campus were held October 28-29, 2010, April 7-8, 2011, and September 15-16, 2011. Each of the meetings included a time of fellowship and dinner on Thursday evening followed by a speaker to encourage and inspire our thinking. That was followed by Friday morning meetings in the various working groups, lunch together, discussion across working groups, and then additional time in the working groups.

The Centennial Council Report is organized as the Council was organized – by working groups. What follows includes the original charge to the working groups and their report and recommendations.

REPORT OF MISSION WORKING GROUP

Charge to Mission Working Group – examine the basic precepts on which the institution was founded and upon which it should operate, and ensure that the University’s mission statement accurately reflects those foundational assumptions.



A great university – any great institution – is built upon a solid foundation. Such a foundation is laid upon presuppositions that animate the organization and ultimately provide strength for the accomplishment of its mission.

Understanding the importance of these first things, the Mission Working Group of the Centennial Council was asked to examine the basic precepts on which the institution was founded and upon which it should operate, and to ensure that the University’s mission statement accurately reflects those foundational assumptions.

Our strength lies in the clarity of our commitment to a Christ centered university experience that is intellectually rigorous, theologically orthodox, residentially based, and connected to the concerns of the wider world.

Near the conclusion of its first century of service and at the beginning of a new century of faithfulness, East Texas Baptist University is well positioned for increased excellence in all its endeavors. In doing so, the University will, by God’s grace, become an even brighter light on the Hill to a world that is desperately in need.



Mission

Under the Lordship of Jesus Christ, East Texas Baptist University educates and equips men and women so that they may faithfully live out God’s call on their lives.

Foundational Assumptions of East Texas Baptist University

Genesis 1:1

God, and His existence, is our firm foundation. He has always existed and always will. He never changes. All we do is based on the acceptance of God’s existence and involvement with, and through, humankind.

Genesis 1:1  *John 1:1*  *Revelation 22:13*

Jesus Christ is Lord

We believe that all we do should be Christ centered and based on the teachings of Jesus. The Lord Jesus Christ is our hope and our salvation, and He must be the center of everything we do. We must love the Lord our God. We must walk in His ways. We must obey His commands. We must hold fast to Him and serve Him with all our heart, soul, mind, and strength. East Texas Baptist University should be a place where our faculty, staff, and students are people who easily and routinely say the things that Jesus said and do the things that Jesus did.

Before the creation was formed, our everlasting God existed. We believe Jesus Christ is unchangeable. He is the same yesterday, today, and forever. We are committed to our faith without wavering, knowing that He is faithful in His love for us. We believe that the world was formed by the word of God and made by Him. As Christians, we look to Jesus, the author and finisher of our faith.

Philippians 2:9-10 ✨ *John 14:6* ✨ *Psalm 90:2* ✨ *Hebrews 13:8* ✨ *Hebrews 10:23* ✨ *Hebrews 11:3* ✨ *Hebrews 12:2* ✨ *James 1:6*

Grounded in the Word of God

The Word of God is perfect – God’s revelation to His creation. We believe the authority of Scripture and that the Holy Bible has everything necessary for faith and practice. Therefore, the Scripture influences and permeates the curriculum and co-curriculum at East Texas Baptist University.

2 Timothy 3:16 ✨ *Romans 12:2*

All truth is God’s truth

We believe God is the source of all truth. His creation will reveal and confirm truth. Honest investigation of God’s creation will expose and reveal truth. The embracing of truth leads to vital freedom. We must embrace God’s truth to gain wisdom. Embracing God’s truth helps us expose and avoid deception. God reveals Himself through His Word, through Jesus Christ, and what can be seen, studied, and understood. Embracing truth promotes freedom to grow and develop as a complete being in all areas of life. Unbiased pursuit of knowledge leads to greater understanding of truth. Embracing truth promotes the freedom to gain wisdom for life.

East Texas Baptist University stands as a place where learning is integrated with faith, infused with hope, and transformed by love.

Colossians 1:16-17 ✨ *John 8:32* ✨ *1 Corinthians 13:13*

Our lives are meant to be given away

East Texas Baptist University serves students who will serve the world. Faculty and staff model servant leadership that inspires students to serve the world through their gifts and abilities. Servant hearted educators serve students by mentoring them to shine the light of Christ through life giving service to the Lord and others.

Mark 10:45 ✨ *Matthew 5:15-16*

We seek to be Spirit filled and Spirit led

Understanding the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self control, we seek to be Spirit filled and Spirit led in order to create the best atmosphere for successful learning and community. The Spirit enlightens and empowers the believer to perform every good work.

Ephesians 5:18

We are committed to excellence in all endeavors

Our intent is to teach and lead students in the knowledge of the excellency of Christ Jesus our Lord. We strive to aid our students in succeeding in every vocation to do excellent work. We are committed to pleasing our Lord in all of our endeavors, and we encourage all to do every task as unto the Lord, not unto man. We will not settle for the mediocrity of low expectations. This is His University – every semester, every class, every relationship, every activity, every moment bears the image of Him who breathed all this into being. And because it is His and we are His, we must work tirelessly and with excellence.

Philippians 3:8 ✎ *Hebrews 13:21* ✎ *Revelation 4:11* ✎ *Colossians 3:23*

We are created by God for a specific purpose

East Texas Baptist University inspires and assists students to discover, develop, and apply their unique gifts and abilities given by their Creator.

Ephesians 4:1 ✎ *Psalms 139:13*

We understand the power of place

When you mention to any student or alumnus life “on the Hill,” they instantly know what you mean. Such is the power of place. The campus at East Texas Baptist University is a special place of significance in our lives. We understand that human beings flourish best in a functional and beautiful physical environment and in a community that loves, respects, forgives, and encourages one another. We are committed to a place that is ordered in ways that the physical and social environment work together so that every day our community grows in unity, in care for each other, and in knowledge, understanding, and wisdom. May the light on the hill never die!

Psalms 133:1 ✎ *Acts 2:42-47*

We focus on education for wisdom

We believe that God is the source of all wisdom. We encourage everyone to ask God for wisdom in all things and it shall be supplied. We believe that the wisdom of God is pure and merciful without partiality and hypocrisy. We believe in providing the best tools available for our students to make wise decisions regarding their lives. We are committed to providing quality instruction and wise application of this knowledge for humankind.

James 1:5 ✎ *James 3:17* ✎ *Ecclesiastes 6:12* ✎ *Proverbs 4:5-9* ✎ *Proverbs 1:2-7*

We are an evangelical institution

With a focus on salvation through Christ and growing as Christians, we are commanded and called to equip people to go and teach others all things that Christ taught. With the goal of making other Christ followers, we will strive to teach all of God’s truths in different areas of life and academic pursuits.

Matthew 28:19-20

We are a training ground for Christian leaders

We are ordered by God to be a training ground for Christian leaders. As a community of faculty, staff, and supporters of East Texas Baptist University, we have been chosen as a select (special) people by God Himself, and we have received His mercy. As servants of God we are called to

make our best efforts through His strength to be approved by God. In following this mandate, we must pass on God's love and truth to reliable and faithful individuals who will be qualified to go and teach the same to an ever expanding group.

2 Timothy 2:15 ✎ *2 Timothy 2:2* ✎ *1 Peter 2:9-10*

REPORT OF ACADEMIC PROGRAM WORKING GROUP

Charge to Academic Program Working Group – investigate the teaching and learning process (undergraduate and graduate).



When envisioning academic programming for the future of East Texas Baptist University, strategies must be in place that create new opportunities while continuing to support existing strengths and building on the enduring core of the educational enterprise. The following recommendations for academic initiatives and programs are designed to do just that by promoting a blueprint for institutional sustainability and educational expansion.

Implement a fully developed baccalaureate honors program.

- Convert the current honors program to an honors college with a distinctive name (possibly the College of Marshall).
- Develop a four year progressive curriculum, incorporating an interdisciplinary core, honors project, and a senior thesis.
- Secure faculty, a program director, and an honors advisory council.
- Designate honors living and learning spaces.
- Allocate honors travel opportunities, program funding, and ongoing means of renewing student scholarships.

Create a comprehensive offering of graduate and professional degree programs.

- Scaffold graduate programs from existing strengths in core undergraduate programs by exploring program opportunities not limited to, but including the following:
 - Graduate counseling with licensure in multiple areas (LPC, M/F, School Counselor)
 - Graduate programs in nursing practice, nurse education, mental health, nurse administration or leadership
 - Graduate programs in educational leadership (higher education and K-12) with licensure as appropriate
 - Graduate programs in kinesiology/exercise science/human performance
 - Graduate programs in business or executive leadership

Develop new academic programs that complement traditional core strengths.

- Explore new areas of opportunity in program areas not limited to, but including some of the following:
 - Pre-law/legal studies
 - Physical therapy
 - Physician assistant
 - Osteopathic medicine
 - Occupational therapy
 - Speech pathology

Become a recognized leader in connecting Christian scholarship and service.

- Publish an online journal for Christian Travel Study/Ministry for students and faculty.
- Promote professional development for college faculty who want to create quality international teaching and ministry travel experiences.
- Create a center for civic and service engagement with an emphasis in restorative justice or international human rights.
- Recognize and collect research on and for the effectiveness of the college teaching/learning experiences that include international study/ministry components.

Create strategic partnerships with area community colleges and high schools to deliver innovative academic programming.

- Develop teaching sites at three designated community colleges in degree completion core strength disciplines such as business, education, nursing, or criminal justice.
- Create innovative dual learning partnerships for targeted scholar schools and homeschooled students:
 - Collaborate in professional development/lab schools
 - Develop intentional programs of 24-30 credit hour opportunities for high school students to earn college credit
 - Partner with the expanded community for a magnet school focus in science, nursing, or fine arts

Embrace technology initiatives that extend student engagement beyond the traditional classroom experience.

- Implement a course management system that promotes virtual classroom learning experiences.
- Create an interactive video conference meeting/classroom.
- Adopt a campus-wide personal learning/mobile learning device initiative.

Establish a distinctive in internationalization and global learning.

- Offer an intensive English language program for one or two semester length opportunities.
- Set progressive enrollment goals for the recruitment of international students.
- Sponsor 10-12 strategic international study/mission trips annually.
- Develop partnership schools in 10 strategic international countries for study abroad, student recruitment, and mission opportunities.
- Create a self funding mechanism for all students to participate in at least one cross cultural service learning opportunity or travel study course prior to their graduation.

Facilitate strategic partnerships with business and industry to promote institutional and regional economic growth.

- Collaborate with area law enforcement and legal services to create a public safety training facility on campus.
- Develop an MBA curriculum focus that meets the needs of area business leaders.
- Create a Center for Entrepreneurship and Small Business Development through Fred M. Hale School of Business.
- Provide ongoing Christian leadership development training opportunities for area churches, business, and industry.

REPORT OF THE CHURCH AND SOCIETY WORKING GROUP

Charge to The Church and Society Working Group – understand the relation of the institution to its external partners and stakeholders and the optimal way to enhance those relationships.



Realizing that ETBU occupies a unique position as a liberal arts institution of higher learning, and understanding that a faith based education can be of great assistance in establishing and promoting values which benefit the larger community, the Church and Society Working Group proposes the following aspirations and action steps:

Become the premier church leadership and mission mobilization center in the region for 1) training preachers, pastors, and other church leaders and 2) training and mobilizing churches and Baptist associations to fulfill the Great Commission at home and abroad.

- In order to determine our students' participation in local churches so that we can better encourage their spiritual development, ETBU will regularly initiate a survey of students that will assess their connection with and participation in a local congregation.

Information will also be obtained by contacting local churches to determine the effectiveness of their student ministries and the number of students participating.

- Establish The Center for International Religious Freedom. The Center would serve as a unique Baptist resource for congregations and individuals to assist Baptists and other Christians who are being victimized by religious persecution or otherwise engaged in issues of religious liberty. The Center would raise awareness of this global problem to congregations and constituents and would advocate for change and transformative peace throughout the world.
- In order to serve as the premier regional institution for training church leaders, ETBU will increase communication of ministerial opportunities to its constituents.

Mobilize the ETBU community to work with area churches and other community groups and leaders to meet the human needs of the greater Marshall and Harrison County community. Network the University with churches, civic groups, and other community leaders to address social problems such as illiteracy, unemployment, crime, homelessness, etc.

- In order to help meet the human needs that exist throughout Harrison County, ETBU will work with community stakeholders to initiate needs assessments that include determining needs and available resources, as well as identifying additional required resources. Following the needs assessments, the network would then develop consensus and execute the plan. Implementation of the plan will include the efforts of interested stakeholders, students, faculty, and staff. After six months revisit, evaluate, and make improvements to the plan so that it becomes a dynamic process.

Respond to the changing demographics of our region so as to encourage the diversity of the student body to reflect that of the general population.

Ensure that all ETBU graduates have at least one cross cultural, international, educational, mission, or performance experience during their college career.

- In order to encourage international exposure and cross cultural opportunities for ETBU students, ETBU will establish a designated fund for the sole purpose of supporting international mission trips and international education for ETBU students, possibly including a designated student fee and/or soliciting funds from our strategic partners for these endeavors.
- In order to encourage international exposure and cross cultural opportunities for ETBU students, ETBU will continue to expand and explore dynamic mission and educational opportunities and strategic partnerships for the University.

Mobilize all faculty, staff, students, and trustees to strategically represent the University to one or more external partner each year.

REPORT OF LEADERSHIP AND GOVERNANCE WORKING GROUP

Charge to Leadership and Governance Working Group – consider the leadership and governance of the University.



ETBU should become the leading University for “one” particular discipline...one that would attract students, expand their visions, enhance their opportunities, and help fill a need in today’s society. This discipline should be “LEADERSHIP.”

- Strong leadership is a desperate need in all sectors and at all levels in our country today – economic, spiritual, financial, political, and educational. Few universities focus on it. It is more a “by the way” topic than a central theme across the spectrum of educational agendas.
- We envision leadership being the central theme of the University, where the subject is constantly in front of the entire student body, across all classrooms. Every student will be exposed to it.
- Every classroom could have a “leadership” principle displayed on its wall (changing every semester). Leadership would constantly be in the hearts and minds of each student (i.e., what must I do to become an effective leader in whatever field I choose to pursue?).

The ETBU Board of Trustees should be chosen first to optimize revenue, and second to enhance the governance and the long term interest of the University.

- With the high quality management team ETBU enjoys today, the case for a smaller board is hard to make (smaller boards are generally more active in management matters). Therefore, with fundraising in mind as a major goal for our board, we recommend we continue, as with many of our peer universities, to have 36 trustees.
- A university board of trustees should be balanced, and to move from where we are today to an optimum balance will take some years of adjustment. We submit for the current board’s consideration that our optimum Board composition should look something like this:
 - 5/6 religious leaders (active or retired pastors, ordained ministers)
 - 5/6 business leaders (owners, CEOs, COOs, senior executives)
 - 5/6 educators (K-12 teachers, administrators, university officials, professors)
 - 4/5 professionals (doctors, lawyers, accountants, engineers)
 - 3/4 financial leaders (bankers, investment advisers, venture capitalists)
 - 1/2 media members (publishers, advertisers, writers)
 - 1/2 former elected officials and public servants
 - The remainder of the board can be chosen from those with special talents or resources as needed.
- A large board such as we are recommending must have a small “Executive Committee” with broad powers to act on behalf of the board when prompt action is required and it is not feasible to convene a board meeting. We recommend this Executive Committee be

headed by the Chairman of the Board of Trustees and consist of the University President and no more than four other Trustees. It would be wise to have these Executive Committee members geographically available on short notice.

- Board qualifications should remain similar to those in place today:
 - Strong Christian
 - Strong belief in the University and its mission
 - Significant contributor or fundraiser
 - Unquestionable ethics, moral character, and good reputation
 - Leadership qualities
 - Mixed gender, race, geographical locations, backgrounds, age, education, alumni (some but not all), etc.

Use the recommendations from the Centennial Council to plot a roadmap for ETBU for the next decade and beyond.

REPORT OF THE RESOURCES WORKING GROUP

Charge to the Resources Working Group – study the financial, physical, and human resources needed to accomplish the mission and vision of the University with a solid plan for securing those resources.



The working group reviewed data concerning the issues of enrollment, net tuition revenue, and the current scholarship levels (discount rate), among other things. They also discussed the importance of student growth and could not logically separate the financial needs of the University from the need to increase new student enrollment as well as maintain a reasonable retention rate for current students.

ETBU must implement an aggressive financial resources plan that includes student recruitment and retention.

- Move with all deliberate speed to recruit a larger number of new students until the optimum student population of 1,500 full time undergraduate students is met and maintained.
- A corresponding goal is for the discount rate to remain about the same.
- The data related to student retention should be secured and assigned to appropriate staff.
- Assigned staff will implement an effective plan to improve the freshman to sophomore retention rate so that the ETBU rate consistently exceeds national averages for similar institutions.
- Each student will receive career advising by trained and equipped staff.

ETBU will need to enhance the physical resources of the campus to serve 1,500 full time undergraduate students.

- Replace Feagin Hall with a facility to accommodate the housing needs of students utilizing the University's traditional suite style residence hall concept, and refurbish Linebery Hall into an honors residence hall.
- Construct a lab school to enhance the community and serve as a training facility for education students and to be used by various other departments as part of their program.
- Replace Craig Hall with a new building to house the School of Nursing.
- Develop a phased plan to construct a new performing arts facility.

The committee used the information gathered from a campus feasibility study which generated and produced the campus master plan. This plan was utilized to arrive at the recommendations listed above. Also, a campus tour was taken on September 16, 2011 to visually inspect the facilities that are mentioned in the physical resources area of the report. This experience confirmed to all working group members that a few of the current structures were in dire need of repairs or, in a few cases, new facilities would be required. It is imperative that we not only offer quality residential facilities, but offer our students the best possible academic spaces to serve as a desired environment for learning. These academic improvements, new construction and renovations are related to the anticipated increase in enrollment and better retention rates which yield a student population to sustain these upgrades and improvements.

The committee also discussed the possibility of debt financing and all agreed that any debt incurred by the University must be tied to a reasonable revenue generating process.

The financial underpinning of the University must grow.

- The University should initiate a comprehensive fundraising campaign focused on 1) new buildings and other capital improvements, 2) increasing scholarship endowments, 3) adding faculty chairs, and 4) developing programmatic endowments.
- While the board, in consultation with the administration, should set the parameters for the campaign (total goal, priorities, timeline, etc.), the working group strongly suggests that the Centennial year is a great moment to launch such a campaign that will propel ETBU forward.
- Consider forming at least two fundraising teams in the University, involving the staff and faculty and the trustees – one for new facilities and one for endowment donations.
- Individuals and families, particularly alumni, should be our primary focus for endowment donations. We should encourage alumni to place scholarships in their wills. This could be a good source over time for the \$25K to \$100K contribution level.

Continue to upgrade the talent level of the faculty and staff of the University.

- The trustees should reinforce the principle of always replacing the loss of a faculty or staff member with an upgrade in the replacement person, and, where adjustments in the financial or benefit packages are required, that the President has the authority to make

them accordingly. The trustees should also endorse the need to always place the good of the University above the concern for any one individual, activity, or event.

- Use the president's cabinet to ensure that the faculty and staff: 1) function as a team, 2) are given the proper guidance on University goals, policies and procedures, 3) are mutually supportive, 4) continually improve, and 5) are held accountable.

REPORT OF THE STUDENTS AND STUDENT LIFE WORKING GROUP

Charge to the Students and Student Life Working Group – consider the optimal size of the student body, the desired profile of the student body, and the programs and services that will contribute to the total development of students.



A sustained student enrollment provides stability and a foundation upon which to build in order to achieve the type of university and campus experience we hope to provide. Additionally, having students who meet certain profiles can shape the student body into a group where an optimal learning environment in a Christian atmosphere can be obtained.

Student life is about creating an integrated learning experience that helps students reach their educational, personal, professional, and spiritual goals. Programs and services that are offered to benefit student life must support students in their overall development: intellectual, moral, ethical, spiritual, social, cultural, emotional, and physical. Our goal is to motivate students to contribute as leaders, team members, professionals, and world citizens through experiential learning opportunities. With that in mind, the Students and Student Life Working Group proposes the following major objectives and action steps.

Reach an optimum enrollment of 2,000 students (1,500 full time undergraduate, 200 part time, and 300 graduate students).

- Construct a new residence hall and adjust on campus housing requirements as needed.
- Create new graduate programs.
- Expand our market and hire additional admissions personnel.
- Secure additional scholarship resources.
- Develop additional marketing resources.

Enroll students who match a desired student profile. This can be accomplished by raising the admissions standards to desired levels for students admitted; by recruiting students who will bring the academic, ethnic, and international diversity we desire; and attracting students who will embrace the Christian commitment of our University.

- Incrementally raise the high school rank admittance criteria from top 40% to top 25%.

- Investigate raising the ACT/SAT admittance criteria to 19/900.
- Market to specific students in order to gain desired diversity.
- Leverage use of the Christian leadership and church matching scholarships.

Maintain and enhance a Christ centered, intellectually focused student culture.

- Encourage intellectual and spiritual engagement through strong student and faculty interaction both inside and outside the classroom by focusing on intellectual and spiritual engagement in co-curricular programs and activities.
- Develop a stronger schedule of well known Christian speakers and entertainers.
- Expand the capabilities of our residence halls so that each becomes a laboratory for spiritual, social, physical, intellectual, and leadership development.
 - Expand the Faculty in Residence program to all residence halls on campus.
 - Provide trained junior, senior, or graduate level student chaplain assistants to be utilized in residence halls (this would be a particularly good opportunity for Master of Arts in Religion students).
 - Create prayer rooms in each residence hall.
 - Generate Bible study opportunities in each residence hall.
 - Develop learning labs (computer labs, study spaces with technological support) in each residence hall.
- Support collaborative efforts with other colleagues and departments that encourage intellectual exploration and growth.
- Increase support for non-traditional students through student services directed toward older adults, single moms, veterans, and students with disabilities.
- Develop an expanded campus wide servant leadership emphasis for all students.
 - Institute community service projects tied to individual residence halls, Greek organizations, student organizations, and other student groups.
 - Provide a service learning experience for students in every major whereby students would take the skills introduced in the classroom directly related to their major and would use those skills to serve in a community setting.
 - Offer a servant leadership course for students.
 - Create a Center for Leadership and Service Learning.

Preserve and enhance the unique ETBU experience.

- Increase investment in programs and services that foster student community, health, and happiness (such as our new Ornelas Student Center and the newly refurbished Bennett Student Commons).
- Enhance student orientation programs and opportunities and strive to increase student involvement in university activities.

- Develop and hone critical skills in communication, leadership, group dynamics, and critical thinking through programs associated with student organizations, Greek Life, Student Government, and other groups.
- Develop a greater respect for community and commitment to community through residence life opportunities, community service expectations, and leadership opportunities.
- Maintain a low student-to-faculty ratio.
- Increase involvement in travel study programs with faculty leaders with the goal of all students taking at least one trip during their college experience.
- Increase opportunities for cross cultural experiences with the goal of all students having at least one international mission experience prior to graduation.

Sustain and enhance our athletic program.

- Continue to underscore athletics as part of the educational mission and ensure that it helps to mold young men and women into leaders.
- Win with honor and integrity.

Create a new standard for student services.

- Enhance the effectiveness of student services through the strategic use of technology while maintaining the personal touch which is characteristic of our campus today.
 - Have access to timely and accurate information regarding campus policies, procedures, and student support resources readily available through the web site, Facebook account, Twitter accessibility, and other technological innovations.
 - Improve student satisfaction with campus Wi-Fi capabilities.
 - Offer iPads or tablet computers to all entering students.
- Increase responsiveness to students with high quality and flexible student services, from streamlined student orientation and registration procedures to effective student health care delivery.
 - Provide both counseling and health services on campus.
 - Use supervised nursing students in the health care facility.
- Deliver high quality student services through collaboration and coordination with campus colleagues and departments so that students report greater levels of satisfaction with the quality of student services.
- Promote responsible and ethical local and global citizenship through residence life education programs, student organization and leadership programs, and in all student life functions that bring diverse groups of students together.
 - Support programs that highlight ethnic and cultural diversity, and strive to increase diverse student interaction.
 - Help students develop an appreciation of their roles and responsibilities in a global society.

Be proactive in assisting graduating students to find employment.

- Seek the resources to create a job placement entity within the University that focuses on graduating seniors and alumni.

Centennial Council Membership

Ninety-two distinguished individuals representing a cross section of the University community (alumni, faculty, staff, students, trustees, and friends) accepted our invitation to be a part of the Centennial Council. Their names are presented here with grateful appreciation for their service.

Francisco Abad	John Harris	Samuel W. "Dub" Oliver
Richard M. Anderson	John A. Hatch	Daniel Phillips
Bil Barkley	Caleb Hilburn	Monty Pierce
Vince Blankenship	Billy Hoffman	Buddy Power
Leslie Borcharding	Joe Hogue	Ben Raimer
Frank Brooks	Sandy Hoover	Jacqueline Ramos
Elijah Brown	Tim Howe	Kent Reeves
Scott Bryant	Tom Howe	David Rice
Susan Bush	Alan Huesing	Chris Riggs
Grant Byrd	Bryan Hughes	Dennis Robertson
Matt Calvert	Sheila C. Hurtte	Bill Runnels
Ned Calvert	Ellen Hathaway Janoski	Paul Saylor
Art Cantu	Taylor Johnson	Vic Schwartz
Lara Cavin	Lisa Marie Jones	B.L. "Buddy" Shaw
David Chadwick	Richard Jones	Jimmie Sheffield
Dennis Combs	Joshua Jordan	Michael Simons
Chad Commander	Miss Hale Joseph	Katherine Spears
Ben Condray	Kallie Kent	Haley Stamm
Hal Cornish	Troy Ladine	Benjamin Stewart
Catherine Crawford	Vernon Lewis	Jerry Summers
Roy Darville	Donna Lubcker	Joey Sutton
D.M. Edwards	Tom Lyles	Bruce Tankersly
Sherilyn Emberton	Morgan Malone	Jim Teague
Gwen Estill	Rutledge McClaran	James Thompson
Bill C. Everett	Lynda Helms McConnell	Brandon Walters
Mary Fitts	Wimberly Melton	David Warren
John Mark Francis	Eura Miles	Tom Webster
Gene Grammer	Bill Mills	Karen Wiley
Philip Greene	Jim Moore	John Williams
Harlan Hall	Craig Nash	Gregg Zackary
Kenny Hall	Lynn New	



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