

2014

The Vocation of Messiah College - Sharing at the communal table of celebration and challenge

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MESSIAH COLLEGE
2014 STATE OF THE COLLEGE

The Vocation of Messiah College
Sharing at the communal table of celebration and challenge
Kim S. Phipps

August 26, 2014

Welcome to Community Day 2014. We gather to worship and affirm our shared vocation of love and service to God, to one another, to our students and to our neighbors.

Today, we have much to be thankful for as we stand at the threshold of a new academic year. I am grateful for each one of you and your commitment to our institutional mission.

This morning, I invite you to gather around the metaphorical table of our communal vocation. Recently, I visited the Office of Sustainability and was inspired by the concept of a communal table to represent the way our collective vocation unites us. The centerpiece of the office is an exquisitely crafted oak table constructed by Messiah College students Ian Morrison, Ian Gallo, and our colleague, Craig Dalen, Director of Sustainability. Together, they built the table from a 200-year-old oak tree that toppled over during a campus storm. For five years, David Foster, environmental science faculty member, had stored the tree in his garage while its wood dried. His wife, Meg, recently confided how glad she is that the tree is finally out of their garage. Have you ever wondered what other treasures may be stored in the Foster garage and probably the Lindquist one as well!

Throughout the Gospels, shared meals around common tables were central to Jesus' culture, life and ministry. These tables provided occasions for Jesus to tell His story and to reveal His identity. Author Steven Garber notes that "*When the rabbi Jesus was asked about his life, he responded, 'Come and See.'*"¹ Jesus' entire ministry made knowledge of God incarnate through human relationships. Likewise, the educational process to which we have devoted our lives is incarnational and relationship-centered. Education is a path, not a product. Education is a journey; not a fixed point. Education encompasses mystery and creates space for discovery. Education is a process that extends beyond skill development to the transformation of one's inner life and personal character.

This type of education—an education rooted in Christ-centered liberal and applied arts and sciences—can only be fully realized in the context of human relationships. When I think of this kind of education, I am reminded of my presidential colleague David Dockery's statement that we are preparing our students to know the mind of Christ. As Bernard of Clairvaux, a 12th century abbot, wrote:

*"Some seek knowledge for the sake of knowledge; that is curiosity. Others seek knowledge so that they themselves may be known; that is vanity. But there are still others who seek knowledge in order to serve and edify others; that is charity."*²

In the pursuit of knowledge, we are preparing students for a lifetime of learning, serving and leading in a myriad of contexts. If younger Baby Boomers are any indication, current college graduates can expect to hold an average of more than 11 jobs by their mid-forties.³ Of course, we have all learned that new gifts are discovered as we mature and assume different roles and responsibilities not only at work, but in ministry and service. We (along with our students) need to nurture the wisdom to successfully negotiate life's multiple changes and opportunities.

At Messiah College, we maintain that direct experiences and meaningful relationships are essential to the educational process. An education where:

- Knowledge embraces wisdom
- Thought informs action
- Compassion cultivates empathy
- Dissonance leads to clarity
- Self-understanding broadens to understanding others; and
- Faith is expressed through lives of leadership, service and reconciliation.

As a Christ-centered academic community, we are called to cultivate an ethos of openness to God and to one another; as we humbly seek knowledge and wisdom. In order to fulfill our educational mission, we must embrace Messiah College's distinctive vocation, celebrate the accomplishments that flow from our vocation and address our challenges so that we may continue to send well-educated graduates to serve communities throughout the world.

Few individuals have understood the College's vocation and educational potential better than distinguished alumnus Ernest L. Boyer, former U.S. Commissioner of Education. In his address, "Retaining the Legacy of Messiah College," Dr. Boyer described four virtues that were evident from the College's earliest days and these values "*shaped [the College's] quality and character.*"

Messiah College has sought:

1. *"To expand knowledge rather than restrict it;"*
2. *To be "not just a campus but a community as well;"*
3. *To have "teachers who were also warm and trusted friends" and*
4. *To be "a Christian college in which students have clearly understood that to be truly human, one must serve."⁴*

These qualities were true when Dr. Boyer articulated them in 1984, and they remain true today, even as our vocational context has expanded to welcome students from a variety of cohorts—dual enrollment, undergraduate and graduate; residential and commuter; on-campus and on line—all defined by academic rigor and the development of meaningful relationships within boundaries of intentional learning communities.

At the turn of the 21st century, with the support of the Lilly Endowment, we were able to deepen our institutional understanding of our vocation. As a campus, we affirmed vocation to be "*viewing all of one's life and activities as a form of stewardship in cooperation with God and the ongoing work of creation and redemption.*"⁵ Furthermore, we defined an individual's specific vocation as being "*attentive to one's personal gifts and abilities to be used in service to God and others.*"⁶ Cynthia Wells, assistant professor of higher education, reflects on the interplay between individual and communal vocation: "*If we're to think vocationally, my teaching will look different at Messiah College than at a different institution. I am fulfilling my own call, but it is shaped within an institution and community.*" Throughout my address this morning, Messiah College colleagues will reflect on their vocations. Let's listen to Kevin Villegas...

Kevin Villegas video here

Kevin's discussion of how Messiah College enables him to fulfill his vocational calling reflects the values inherent in the College's "See Anew" communication campaign which is built on the premise that learning is enhanced when we bring the fullness of our individual identities into community and "together, we begin to see anew." And this is the promise we offer to our students and their families:

Equipped with maturing professional insights, tested expertise, and deepening self-awareness, Messiah College graduates direct their talents toward meaningful careers and redemptive lives, carrying a well-practiced spirit of reconciliation into our fractured world, building bridges of understanding and peace."

As faithful partners of a Messiah College education, we are called to be a flourishing, diverse community. While the shared ideals of our community are realized through the lives of individuals like Kevin and Cynthia, we also pursue planning and programming that better enables students and employees to live out the calling of life together. For example, the College's diversity plan is directing our efforts to take our seats at a welcoming table where we embrace the remarkable fullness of God's Kingdom.

The diversity plan describes the need to improve the campus climate for all of our students and employees. Toward that end, the College will be offering occasions throughout the year for employees to engage in diversity-related programming designed to help increase intercultural sensitivity and facilitate the kind of fruitful relationships we need to establish across cultural and other dividing lines. In the coming weeks, you will receive an invitation to participate in discussion groups focused on the common learning text, "*Silver Like Dust*" and an on-campus presentation of the film "42."

In terms of students, the Martin Scholars and Amigo Peer Mentoring programs continue to advance the recruitment and retention of a more diverse student body. During the upcoming year, Messiah College will have approximately 90 Amigo participants and 40 Martin Scholars from a variety of ethnic and cultural backgrounds.

When we live out our commitment to reconciliation, we proclaim that we are active participants in God's redemptive vision for the world. In his book, Visions of Vocation, Steven Garber wrote: "*The word vocation is a rich one having to address the wholeness of life, the range of relationships and responsibilities. Work, yes, but also families, and neighbors, and citizenship, locally and globally—all of this and more is seen as vocation, that to which I am called as a human being, living my life before the face of God.*"⁷

One of the great joys for those who work with Martin's Scholars is the privilege of mentoring students to become leaders and reconcilers. Indeed, mentoring as a form of incarnational relationship is a great strength of our entire educational program and one we need to nurture. Recently, Helena Cicero, an Oakes Museum employee and current Messiah College graduate student, completed a course requirement by designing a campus-wide mentoring project. She learned that everyone benefits when the call to mentor expands to include every faculty, staff, coach and administrative employee. In her project, she named five gifts a mentor needs to offer (as identified by Sharon Daloz Parks), "*recognition, support, challenge and inspiration in ways that are accountable in the life of an emerging adult,*"⁸ and Helena suggested that "*Staff can offer these gifts to the students they encounter in the workplace, residence halls, business offices, dining hall and many other places on campus where students and staff interact.*"⁹ All of us need to actively mentor our students toward maturity of intellect, character and Christian faith. As Helena wrote, "*We have this shared mission. We're influenced by it. We feed into it. And together we create the reality of the mission.*"

Programs such as Falcon athletics embody the College's mission through intentional mentoring and the nurturing of Christian values. Our athletics program's strong mentoring culture extends from coaches working with athletes to senior athletes mentoring rookie teammates. The philosophy of Messiah athletics leads to excellence on the field, in the classroom and beyond. This past year, we experienced a record-breaking year for Messiah College athletes and coaches—even by Messiah athletics' high standards.

Mentoring relationships demonstrate a tangible way that we all can participate in fulfilling the College's mission. Listen as Laurie Owens and Kaitlyn Gehris describe the value of their relationship.

*** Laurie/Kaitlyn video clip***

We also witness the enduring influence of faculty in the lives of students like Julie Fenton, a 2014 graduate who was the recipient of two prestigious National Science Foundation grants and whose research was published in the European Journal of Inorganic Chemistry. During the College's spring Legacy Banquet, Julie offered a moving tribute to her mentor, Rick Schaeffer, professor of chemistry, for his investment in her research, career and life. As Julie begins her doctoral program at Penn State University, she writes: "*All of my work in science to date, and all that is to come in the future, is my way of seeking and knowing God. . . . Messiah has aided me both in discerning my vocational calling and in giving me the confidence to pursue a God-honoring career.*"

The seats at our vocational table are occupied by students like Julie and Kaitlyn and today we join together to celebrate all the accomplishments that flow from our shared vocation, by reviewing the progress we are making toward our goals for student recruitment, financial vitality, educational excellence and global engagement.

Students are seated at the center of our table—indeed, they are the heart of our mission. So, recruiting a full cohort of first-year, transfer, and graduate students is necessary for the quality of the educational experience and overall strength of Messiah College. I am pleased to report that on Thursday we will welcome 703 first-year students to our campus, 28 more than our budgeted goal of 675 students and 55 more than last year! We also celebrate a very strong enrollment of 92 students from underrepresented U.S. populations and 46 international students, including 8 students from China—the highest numbers we have ever had for these populations. These goals could not have been attained without the diligence of the Enrollment Management team and the enthusiastic support of the entire campus community including the helpful cooperation of academic departments. Each time you offer hospitality to prospective students, physically set up rooms for an Open House, lead information sessions or participate in a class visit or personal meeting, you are making a vital contribution to student recruitment. Thank you!

Of course, we will need your continued partnership to assist with our recruitment efforts including new initiatives like Falcon Fridays—designed to offer individualized overviews of Messiah College to prospective students and their families. It takes a campus to recruit the entering class—every year!

In addition to recruiting, it is imperative that we retain students. Our strong retention rate of 87.5 percent between first-year and sophomore years has the potential to be the highest rate since 2004. Thank you for your support of the initiatives our Student Retention Team has developed for coaching, monitoring and providing early intervention to students at risk. We project our overall undergraduate enrollment for the 2014–15 academic year to be on target to meet our institutional goal. One word of caution, while we celebrate a strong fall 2014 recruitment, it is essential to understand that we are still experiencing the impact of previous years' lower enrollment numbers and higher tuition discount rates. During the course of the past five years our blended discount rate has risen from 37% to 43%, which translates into approximately \$8.5 million of additional financial aid being awarded to students. As a result of the higher institutional discount rate and smaller entering classes, net tuition revenue has declined.

We are very grateful for another banner year in graduate student enrollment with FY14 reaching an all-time high of 452, and the credit goals for all programs were met or exceeded. With the planning and future implementation of new programs, we intend to steadily but carefully and purposefully increase our graduate enrollment.

Successful student recruitment is the foundation of our institution's financial vitality because net tuition revenue funds the majority of our institutional operating budget. Overall, Messiah College is blessed with a solid financial resource base. Even in the midst of unsettled economic times, the College has consistently generated positive operating results, due to disciplined stewardship, effective fundraising and

strategic endowment investment. Along with the success of our graduate programs which has produced critical net revenue gains, these four combined factors have enabled us to provide compensation increases and allocate funds for essential capital projects.

In FY14, we were blessed to experience an outstanding fundraising year generating a giving total of nearly \$8.5 million, and we have already raised over \$1.5 million toward our FY15 goal. Likewise, the “We Love Messiah” annual giving campaign surpassed its goal of soliciting over 500 new alumni donors.

Although, I will outline some of our ongoing financial challenges in a few moments, we have much to celebrate regarding the College’s stable resource base. Joanna Barnhouse is one of our dedicated Office of Development colleagues who contribute to this financial strength.

Joanna Barnhouse’s video here *

By working together to accomplish strategic goals across the curriculum and co-curriculum, we promote the educational excellence Joanna described. This fall, we are pleased to inaugurate our new Master of Business Administration and Master of Arts in Strategic Leadership programs. In fall 2015, our institution will mark a historic development when the College offers its first doctorate program, the Doctor of Nursing Practice. With this degree, the College is responding to national shifts in demand and degree expectations for advanced practice nurses.

In other exciting developments, proposals for new graduate programs in occupational therapy and physical therapy are being prepared for review. College governance groups and the board of trustees will consider the specific proposals during the upcoming academic year. In all of our graduate programs, we seek to faithfully reflect our institutional mission while addressing pressing societal needs—including the national healthcare landscape.

Listen to Nancy Patrick’s description of how we welcome graduate students to take their seats at Messiah’s vocational table.

*** Nancy Patrick video here ***

Recruitment, fund-raising and graduate program development are some of the ways we are establishing the College’s long-term sustainability and supporting the pursuit of academic excellence. Therefore, I am very pleased about new institutional initiatives to offer new majors and to promote teaching, experiential learning and undergraduate research.

Innovative undergraduate majors draw a breadth of students and advance the pairing of strong Christian conviction with serious academic inquiry. With the recent addition of programs in musical theatre and dance, the theatre department’s incoming student numbers have increased from six students in 2011 to more than 15 anticipated this year. This fall, 13 new students have identified the new interdisciplinary digital media major as their course of study and first-year engineering enrollment has increased 55 percent in the last two years, with half of that increase coming from the new civil engineering concentration.

Under the direction of Dr. Jennifer Fisler, the Teaching and Learning Advisory Committee is providing oversight to the College’s new teaching excellence and student learning initiative. Programming informed by best practices will include interactive workshops, online modules, peer mentoring, and participation in professional learning communities: all designed to promote inspired teaching.

We need to facilitate the kind of dynamic academic relationships and experiential learning that will lead to future career satisfaction and a general sense of wellbeing for our graduates—as affirmed in a recent

national Gallup-Purdue poll.¹⁰ Our 2014 National Survey of Student Engagement results highlight that Messiah College's highest-performing items were in the categories of faculty/student interaction and experiential learning.¹¹

Current and future Messiah students will be immersed in a variety of learning opportunities through their participation in the new Experiential Learning Requirement (ELR). This fall, a pilot is being launched for 100 upper-class students to participate in a semester-long experience with the guidance of educator-mentors. Fulfilling this core requirement will bring a deeper level of reflection to student learning, culminating in the preparation of an e-Portfolio to promote meaningful career development and community engagement. Christy Hanson, director of the Career and Professional Development Center, explains, "*The blending of the essential goals of a liberal arts education with this type of intentional professional preparation has become a necessity for today's college graduates to thrive.*"

In an affiliated initiative, the Undergraduate Research Advisory Team and the provost are leading the effort to enhance undergraduate research. Many of us have witnessed how passion takes root in students as they are guided to pursue original research. History graduate Christina Thomas was mentored by Dr. Bernardo Michael as she conducted original research about Rachel Flowers, Messiah's first African-American student who enrolled in 1916. Christina's research expanded into a multi-year inquiry into the legacy of the Flowers family, leading her to travel to the Mississippi State Archives. Students like Christina and Julie Fenton demonstrate how guided research prepares undergraduates to leave Messiah's classrooms and laboratories ready to participate in professional and academic contexts. Provost Basinger says, "*Through undergraduate research, students move from being receivers of disciplinary knowledge to active researchers who make original intellectual or creative contribution to their disciplines.*"

To further advance academic success, the College's strategic plan includes the goal of providing facilities to adequately support our curricular and co-curricular programs. Toward this end, the new Frey Hall addition (scheduled to open on Jan. 1, 2015) will provide much-needed space for our engineering and visual arts programs. With the closing of the Philadelphia Campus, film, media and broadcasting students will now complete their coursework at the Grantham campus due, in part, to the creation of a new film, media and broadcasting suite located in the basement of Hostetter Chapel. Also, with the help of generous donor support, we are adding a new lacrosse field and planning an extension to the Lottie Nelson Dining Room with construction to begin in the summer of 2015.

As we inaugurate the new academic year, we also celebrate strides we are making to effectively tell Messiah College's story. Last week, we launched our new institutional website, the College's most far-reaching tool for communicating the value of a Messiah College education. Through a strategic, responsive redesign of "Messiah.edu," the College is now making prospective students the primary audience for its homepage and global navigation content. Led by the Office of Marketing and Communications in partnership with Information Technology Services, this striking improvement of our web presence will help position the College as a leader among peer institutions in a highly competitive external environment.

As we share the Messiah College story, it is encouraging to observe more positive comments taking hold in what has been a consistently negative national conversation about the value of a college education. National reporting shows some promising signs including coverage by NPR and other media outlets of Wesleyan University President Michael Roth's new book in which he argues that "*liberal education matters far beyond the university because it increases our capacity to shape a complex world.*" And "New York Times" managing editor, David Leonhardt recently offered a more pragmatic view about the value of higher education, "*Over the long run, college is cheaper than free. Not going to college will cost you about half a million dollars.*"¹² At Messiah, we believe holistic education grounded in the liberal arts is the best approach for preparing students to become engaged citizens, competent professionals, insightful leaders and, most important of all, compassionate human beings.

Indeed, Messiah College's vocation compels us to not only celebrate our accomplishments, but unite in our efforts to address the challenges. In this difficult external environment, we must be disciplined to fortify our financial vitality, prioritize our hiring and programming and graciously articulate our Christian convictions.

Messiah continues to navigate an uncertain climate related to undergraduate enrollment. Declining high school-age demographics in the Mid-Atlantic are particularly difficult for Messiah due to the high percentage of students we draw from this geographic region. Although, our enrollment numbers (FFTEs) are very solid for the fall 2014 semester, enrolling these students still required more institutional aid dollars than is viable on a long-term basis. In this respect, we are not alone. The Chronicle of Higher Education reports that "*While net-tuition revenue has seen peaks and valleys since 2000, the [National Association of College and University Business Officers] survey found that, on average and adjusted for inflation, colleges have seen no growth in net revenue for 13 years.*"¹³

The College's undergraduate enrollment deficit from the past few years along with the continued escalation of the tuition discount rate places significant stress on the operating budget. Once we achieve a more stable undergraduate enrollment, we will implement strategies to carefully reduce the tuition discount.

We are aggressively recruiting for all academic majors, but there is a specific need to give increased attention to recruitment for the humanities. The College has experienced a steep decline in humanities enrollment since 2007. We need to ensure a robust and dynamic presence for the humanities not only in general education, but across a broad spectrum of majors. Therefore, I have requested that Dean Peter Powers and the provost work with the Humanities faculty, enrollment management, and Marketing and Communications to design and implement a three year initiative to increase enrollment in the humanities. This initiative will focus on communicating the distinct characteristics of a Messiah College humanities education, including student opportunities for career preparation, public engagement, global learning, use of digital technology and the privilege of being mentored by outstanding faculty.

Of course, meeting the demands associated with the rising costs of providing a high-quality educational experience across all academic disciplines is more challenging than ever, driven by escalating costs of technology, health care and the requirement to meet federal and state compliance guidelines. That is why we are pursuing expense reduction and seeking to increase institutional revenue sources beyond net tuition, while simultaneously funding educational quality and providing for the needs of our dedicated employees. With your assistance, we were able to achieve the goals of the first phase of institutional prioritization. Now, we are in the midst of a second phase (as announced previously), which includes reviews of employee benefits, fleet vehicles, the campus store, the Boyer Center, and prioritization of positions (including the voluntary retirement incentive offer) toward a total expense reduction goal of \$947,000.

As we decrease our expenses, we are augmenting our financial resources through effective fundraising, the realization of increased endowment returns, and with a visionary nod toward the future, the College's board of trustees initiated a for-profit investment venture to develop the Rider Musser property which will generate a robust non-tuition revenue stream in the years ahead. Since 2012, the College's endowment has increased by \$17 million to an historic high of \$137 million, thanks to strategic fund management by our internal investment team and the successful solicitation of endowment gifts by the Office of Development. We are on track to achieve our goal of increasing the endowment to \$150 million by 2018.

The dedication and ingenuity of every community member is necessary for our institution to maintain financial vitality. Brad Markley and his colleagues have literally saved the College hundreds of thousands of dollars in annual operating expenses due to their stewardship of campus resources, especially in the area of utilities. In the following clip, Brad succinctly distills his vocation at Messiah College.

Brad Markley video to go here

As we nurture relationships around our community's vocational table, we need to graciously communicate our Christian convictions to each other and to the broader community. Perhaps, no one issue generates more of a challenge for hospitable conversation than that of human sexuality and the College's behavioral code of conduct. During the past academic year, the provost, the vice provost/dean of students, and I have led a series of small group conversations with educators regarding this topic. In the year ahead, we will lead conversations for cohorts of educators, administrators, staff and student leaders. The College is committed to its historic perspective on marriage and sexual ethics, but we acknowledge that thoughtful and charitable discussion of different perspectives is critical for the well-being of a Christian academic community. In the working document the provost and I prepared to serve as a focal point for these discussions, I wrote these words:

"Precisely because of Messiah College's heritage of uniting different Christian theological traditions . . . and demonstrating an "embracing evangelical spirit," we have an inspiring opportunity to model a rare and communal approach of Christian scholars (educators and students) living and learning together, while holding varying perspectives in tension, all the while demonstrating respect and support for the College."

The board of trustees and I are carefully monitoring potentially serious conflicts related to the College's religious heritage, values and practices, which could substantially affect our institution's ability to fulfill its mission. I am actively involved as a board member of the Council for Christian Colleges and Universities, and this association is leading the persuasive effort to ensure legislative, judicial and accrediting agency support for religious colleges to fulfill their missions and maintain their core values. Christian colleges offer a distinct type of education as part of the American university landscape and this is a point of strength for our nation which must be preserved.

The promise of Messiah College's vocation is what drew me to this College when I was hired as the academic dean in 1998, and I know this promise has drawn many of you here as well. Together, we have the privilege of taking part in an incarnational education that transforms students' lives. This kind of relational encounter is apparent in the gospel account of Jesus on the Road to Emmaus. When He encounters two disciples along the road, the Risen Christ asks them what they are talking about. One of them responds incredulously: "*Are you the only one visiting Jerusalem who does not know the things that have happened there in these days?*"¹⁴ Jesus proceeds to explain how all of the Scriptures relate to Him. Awash in information, the disciples still don't recognize Him. Their moment of epiphany only comes, "*When Jesus was seated at the table with them, He took bread, gave thanks, broke it and began to give it to them. Then their eyes were opened and they recognized Him.*"¹⁵

When we assemble around the communal table of Messiah College's vocation, our eyes can be opened and we can learn to "see anew," to become active participants in the educational process of recognizing and knowing God and one another more clearly as we live out our vocation in community—as we respond to the sacred calling to educate students to be an ethical, wise and faithful societal presence. Whether we are constructing a literal or metaphorical table, we understand that our vocation, emanates from a solid inner core or base—the love of God and neighbor and the earnest desire to serve God and neighbor to the best of our individual and collective abilities.

In a recent blog post by alumnus George Payne, he discussed his vocational path. In all of his roles, including his new position as project director of the Harrisburg Redevelopment Authority, George has demonstrated service, leadership and reconciliation in the city of Harrisburg.

He writes:

"I realize the only thing I know with certainty about God's plan and will for my life is this: to do His will . . . today. Doing God's Will is to love Him, which is expressed through loving our neighbors. . . It is to bear the fruit of God's character and seek the values of His kingdom that is to come, right in the present."¹⁶

This morning—right now—in this present moment—may we open our eyes to the magnificent possibilities that are inherent in our individual and shared vocations. In the year ahead—as we gather around the communal table—may we seize the daily moments that offer opportunities to follow Bernard Clairvaux’s admonition to pursue knowledge that leads to charity. This morning—as the new year begins— with hope-filled hearts and appreciation for one another—let’s take our seats at the table—thankful for the privilege to learn, serve and lead as we live our lives before the face of God.

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Endnotes

¹ Steven Garber, *Visions of Vocation: Common Grace for the Common Good* (Downers Grove, IL: InterVarsity Press, 2014), 28.

² A variation of this quotation, attributed to Bernard of Clairvaux, is found in G. R. Evans, *Bernard of Clairvaux* (New York: Oxford University Press, 2000), 50.

³ U.S. Bureau of Labor Statistics, "Number of Jobs Held, Labor Market Activity, and Earnings Growth Among the Youngest Baby Boomers: Results from a Longitudinal Survey Summary July 25, 2012, U.S. Bureau of Labor Statistics, accessed August 15, 2014, www.bls.gov/news.release/nlsoy.nr0.htm.

⁴ Ernest L. Boyer, Sr., "Retaining the Legacy" (address, Commencement, Messiah College, Grantham, PA, May 1984), accessed August 08, 2014, www.messiah.edu/info/20013/our_history/2530/retaining_the_legacy.

⁵ Kim S. Phipps, "Fostering Vocational Exploration on Campus," proceedings of CIC 2013 President's Institute: Catalysts for the Common Good, Palm Harbor, Florida.

⁶ Ibid.

⁷ Garber, 11.

⁸ Sharon Daloz Parks, *Big Questions, Worthy Dreams: Mentoring Emerging Adults in Their Search for Meaning, Purpose, and Faith* (San Francisco, CA: Jossey-Bass, 2011), 167.

⁹ Helena Cicero, *Grant Proposal: Mentoring Mindset Initiative*, May 10, 2014, Scholarly Project, Messiah College, Mechanicsburg, PA.

¹⁰ Julie Rae and Stephanie Kafka, "Life in College Matters for Life After College," Gallup, May 06, 2014, Gallup Economy, accessed July 8, 2014, www.gallup.com/poll/168848/life-college-matters-life-college.aspx.

¹¹ *National Survey of Student Engagement Executive Snapshot 2014: Messiah College*, report (Bloomington, IN: Indiana University Center for Postsecondary Research, 2014), 2.

¹² David Leonhardt, "Is College Worth It? Clearly, New Data Say," *The New York Times*, May 26, 2014, accessed July 30, 2014, www.nytimes.com/2014/05/27/upshot/is-college-worth-it-clearly-new-data-say.html?abt=0002&abg=1.

¹³ Scott Carlson, "Rising Tuition Discounts and Flat Tuition Revenues Squeeze Colleges Even Harder," *The Chronicle of Higher Education*, July 02, 2014, accessed July 08, 2014, <http://chronicle.com/article/Rising-Tuition-Discounts-and/147465/>.

¹⁴ Luke 24:18," in *Holy Bible: New International Version* (Grand Rapids, MI: Zondervan, 2008), accessed August 8, 2014, Bible Hub, <http://biblehub.com/niv/luke/24-18.htm>.

¹⁵ Ibid, Luke 24:30-31

¹⁶ George Payne, "The Times In Between. . .," *Towel and Basin* (blog), July 28, 2014, accessed August 15, 2014, <http://geopayne.blogspot.com/2014/07/the-times-in-between.html?spref=fb>.