



State of the College

President Scott D. Miller

August 16, 2011



GOOD MORNING, and thank you for coming. I'd also like to welcome our alumni and friends viewing this State-of-the-College address via the World Wide Web and the student-operated Bethany Broadcasting Network.

Some 40 years ago, around 1970, the sociologist and futurist Alvin Toffler published the international best-selling book "Future Shock" in which he defines the title term as a certain psychological state of individuals and entire societies. His shortest definition is a personal perception of "too much change in too short a period of time." I think that description resonates with many of us today.

Toffler's is a message that likely would apply to many of our alumni, including recent graduates. In his May 14, 2011, Commencement Address last spring, Pittsburgh Pirates board chairman and Bethany College Trustee Bob Nutting noted to graduates that their Bethany experience might fulfill their need for "a sense of permanence in the midst of change." Bethany College does indeed send alumni into the world both with roots and wings.

As we all know, change is one of the few constants in the life of any individual or organization. The question is not "if" but "when." Likewise, if we don't proactively anticipate and manage change, it will manage us. Therefore, I'd like this State of the College address to be a conversation about where we've been, the challenges and opportunities we have today and where we are going.

A couple of weeks from now, many of you will hear my Opening Convocation remarks, followed by Trustee Board Chair Greg Jordan's comments. That address is intended to establish some broad themes and messages, drawing from our Master Plan, for this new academic year and beyond.

Since my arrival in the fall of 2007, we have planned not to "be all things to all people"; rather, we want to be the best of the best as a classical, residential, liberal arts college that has produced many prominent alumni and is committed to our current students' success.

Our planning continues to be guided by Bethany's history and tradition—our "golden past"—as we move forward to implement recommendations of The Institutional Review, the Reaffirmation of Accreditation Report and Master Plan—"Transformation Now! Bethany College from Here to 2020."

Our current planning process proceeds from a position of strength, with strong enrollment, a very promising new class and a solid financial position. Some recent highlights include:

- Strengthened enrollment. Our greatest strength lies in our students; the current population is reported to be the most diverse in Bethany College history, and includes a much wider geographical representation than in past years. Moreover, the academic profile of the incoming class is the finest in 11 years. Further, the total of new students in each of the past three years represents the largest classes since the mid-1970s. Finally, total enrollment this past year of 1,020 is the largest since 1976-77. Our new Master of Arts in Teaching program, our first accredited graduate degree, expands our ability to serve education majors and aspiring teachers from all majors. We also record 275 continuing education enrollments. Clearly the strong reputation of our College is spreading rapidly!



- Resource acquisition. Our capital campaign has passed the \$33 million mark after just three years. Total new resources from all sources during that time period have exceeded \$40 million. During the past four years, alumni participation has increased from 17 to 23 percent, while total dollars contributed to The Bethany Fund have been record-setting. Our Board of Trustees and Alumni Council each boast 100 percent participation rates. Equally impressive is the 64 percent contribution rate of full-time Bethany faculty and staff.

We have recently taken important steps that will help to ensure the long-term financial future of the College and further support the achievement of our strategic plan. I will talk more about the specifics later.

- Human resources. Dr. Darin Fields, Vice President for Academic Affairs & Dean of the Faculty, and his colleagues have done a remarkable job of recruiting exceptionally well-qualified candidates to join the next generation of stellar scholars. Our younger faculty members are, among other noteworthy activities, chairing the Curriculum Committee, directing the First Year Experience Program, seeking and receiving research and development grants and publishing well-reviewed works. Vital to our institutional renewal, these young faculty are dedicated to teaching in a liberal arts context, and they represent a strong link with those who have gone before them. They honor the spirit of Bethany's mission statement which states: "Teaching and learning form the mission of Bethany College. Central to this broad purpose is providing a liberal arts education for students, including the preparation of professionals, in an atmosphere of study, work and service."

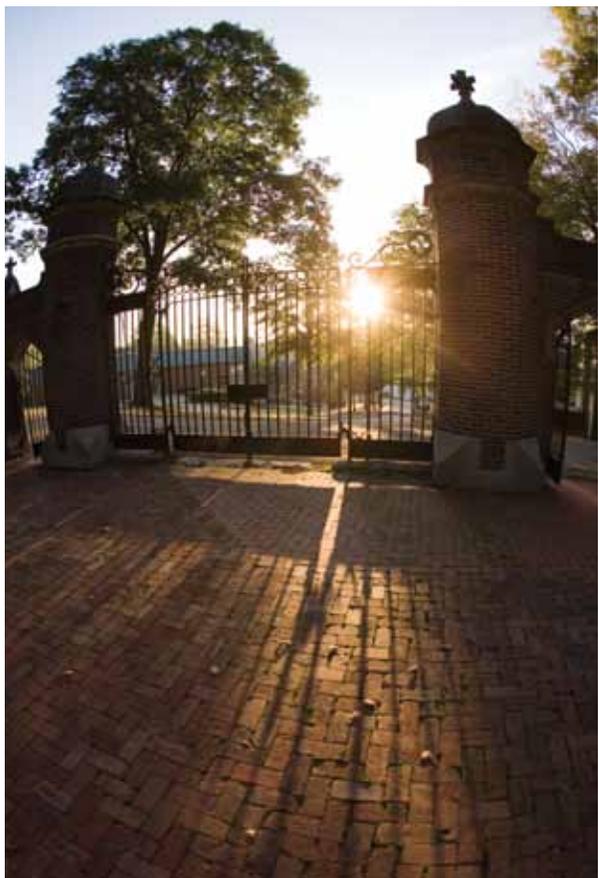
Although the future, as Prime Minister Winston Churchill pointed out, is unknowable, we can shape it by thoughtful, strategic planning as we discern larger trends affecting higher education. We know, for example, that in these economic times, higher education will continue to come under increased scrutiny from the media, families, employers and students themselves.

Outcomes and perceived value will continue to be paramount. A recent survey commissioned by the Pew Foundation revealed decidedly mixed perceptions about the value of higher education that should cause all of us to take stock. On the one hand, alumni themselves believe that their investment in a four-year college education was a worthwhile investment, and long-term salary statistics confirm that assessment. On the other, however, the public increasingly feels that a four-year college education is out of reach economically. Further, employers point to the mismatch between needed skills and preparation of college graduates.

All of these trends and perceptions need to be addressed within our liberal arts framework. One thing is certain: we need to do everything in our power to keep Bethany College affordable and accessible to all who can benefit from the first-rate education it offers.

In addition, we know that the face of higher education has changed dramatically since many of us sat in the classroom. Tomorrow's students will be more diverse and increasingly "non-traditional" by today's standards. In fact, we are already seeing a majority of American college students fitting into this category: they are older, some have family responsibilities and many also juggle full- or part-time employment.

They are seeking an education that fits into their existing lives and commitments, including distance-learning options. Many will speak a language other than English as a first language, many will be international students and a good number will be the first in their families to attend college. We must recognize that Bethany's future relies in part upon our ability to look beyond our own immediate horizons to successful models from other institutions. To thrive in today's volatile and sometimes turbulent environment, we must continually scan the landscape, and be constantly alert to new possibilities and areas of vulnerability. The window of opportunity often closes rapidly, and the margin for error is increasingly slim.



As we enter our 172nd year as a small college of national distinction, we have launched several initiatives uniting our historic tradition and mission with contemporary needs and opportunities. As part of this commitment, we continue to foster ties with our sponsoring denomination through the revitalized Buffalo Seminary, now entering its third year and serving the continuing education needs of the Christian Church (Disciples of Christ) and other clergy and laity in this region.

Headed by long-time Bethanian Dr. Larry Grimes, the Seminary is strengthening Church outreach, utilizing such resources and landmarks as the Campbell Collection, College Archives and Historic Bethany and the Campbell Cemetery. Significantly, the Buffalo Seminary was originally founded in 1818 and was a forerunner to what is now Bethany College.

Larry and Chaplain Scott Thayer, who doubles as Pastor of Bethany Memorial Church and is now entering his third year, are helping Bethany to do an exceptionally good job of adapting our historic mission to contemporary needs of the Church and society at large. The 14 Disciples colleges and universities, including Bethany, now have a revised covenant with the Christian Church (Disciples of Christ). In support of this goal, we have launched the Campbell Scholars Program to promote our covenant with the Church.

We continue to seek synergistic partnerships and other opportunities to extend Bethany's visibility and reach, especially in the area of enrollment management.

We are strengthening the Kalon Scholars Program, both in terms of the students we recruit and the services for students in the program, with the goal of enrolling at least 10 Kalon Scholars per year. It is noteworthy and gratifying that these efforts have proven successful, with several Kalon Scholars, as well as West Virginia Promise Scholarship recipients, enrolled in our entering class this year.

Other enrollment-related initiatives include the following:

- New articulation agreements with West Virginia Northern Community College and the Art Institute of Pittsburgh; re-affirmed professional articulation agreements with Case Western Reserve University, Columbia University and Duquesne University provide a variety of options for students looking to enroll, currently enrolled or preparing for graduate school. We call these "seamless study" agreements. We seek to enhance and expand a number of professional articulation agreements as well as dual degree programs already in place. Both provide "value-added" opportunities to market a Bethany College education.
- We also will build on our partnerships with prestigious colleges and universities in other countries. We now have relationships with institutions in 18 foreign countries and are moving toward a global studies requirement. For example, Dr. Gary Kappel was recently selected to serve as a Visiting Professor at Harlaxton College in England. This will strengthen our relationship there.

Here at home, Bethany's partnership with The New York Times, through our membership in the Council of Independent Colleges, is now in its second year and offers access to the Times Knowledge Network and workshops for student journalists.

Although the future holds immense possibilities, we continue to confront enormous challenges including a significant population decline in West Virginia, and increased competition from other colleges. Two of the foremost challenges are finding creative solutions to marketing the College in an economy slowly recovering from recession while keeping Bethany affordable and accessible for all students who can benefit from a first-class liberal arts education.

Along with many institutions, Bethany now also confronts the negative consequences of the federal budget crisis. Families fear that student loan interest rates will skyrocket, and the continued uncertainty surrounding Pell Grants adds to the perception that a college education may be out of reach financially.

Meanwhile, we continue to recover from issues relative to the economy, as high unemployment and underemployment affect the ability of students and families to pay, with the resulting impact on student financial packaging. We are also grappling with increased competition for private giving, a decline in value of overall assets, restoration of long-held investments to strong levels and recovery of an invested operational fund. We should all be proud to be doing so well in the enrollment and fundraising areas—our major revenue sources—despite the weakened state of the economy in this country.

National economic uncertainty compels us to maximize our opportunities, to build in financial assurances where we can find them with reasonable certainty and safety. Accordingly, after three years of a feasibility study and extensive consultation with our neighbors in surrounding counties, the College recently signed a contract with the Chesapeake Energy Corporation that will permit drilling of Marcellus Shale on off-campus, College-owned lands along Route 88 North outside the town limits of Bethany. In so doing, we recognize and embrace our responsibility to be good stewards of the environment and to ensure the safety of our community. Project research and specifications and the surrounding topography adjacent to the site will limit impact.

Like many of our West Virginia neighbors in Brooke, Ohio and Marshall Counties, we concluded that we should take advantage of this opportunity, which can contribute significantly to the College's long-term growth and development. Further, it will enable us to advance our strategic position and contribute to our security as a nationally-ranked, residential, liberal arts college.

We continue to meet goals of student success with our on-campus programs. Bethany's PASS program under the leadership of our talented director, Dr. Chris Sampson, has received national recognition for student support. By federal definition, Bethany's diversity rate reached 10.1 percent last year. We continue to expand our service to this population with programs such as a campus-wide diversity panel each semester.

In addition, it is gratifying that Bethany students placed 7th nationally in lowest student debt, according to U.S. News and World Report. Our efforts in the financial aid area also resulted in "Best Buy" rankings from both Forbes and Barron's in 2010. Reorganization of the College work programs, Federal Work-Study and Bethany Educational Employment Program (BEEP) has provided over 500 meaningful jobs on campus.

We know that one important indicator of student success and retention is engagement in campus activities.

The Corporation for National and Community Service (CNCS) recently named Bethany College a national leader among institutions of higher education for its support of volunteering, service learning and civic engagement. Bethany was admitted to the 2010 President's Higher Education Community Service Honor Roll for engaging its students, faculty and staff in meaningful service that achieves measurable results in the community. We have also joined 250 colleges and universities in answering President Obama's Interfaith and Community Service Campus Challenge. The initiative challenges campus religious and non-religious organizations to partner with each other, community service organizations and churches to undertake year-long service projects.

In the academic arena, Dr. Darin Fields is now in his third year as Vice President for Academic Affairs, Dean of the Faculty and Sarah B. Cochran Professor of English. He has focused attention on academic planning, recommendations from the Higher Learning Commission assessment and establishment of our first graduate degree program.

Under Darin's leadership, quality work in the 11 academic departments is led by a group of talented chairs who are implementing our academic plans for the future. New chairs include Dr. Bill Hicks, who replaces Dr. Jay Buckelew as Biology Department chair. Dr. Larry Fontanarosa will chair the Department of Education, and Dr. Steve Carelli will chair the Department of History and Political Science. In addition, M.E. Gamble moves from acting chair to chair of the Department of Communications and Media Arts.

In addition, four faculty have earned tenure and promotion to Associate Professor. Dr. Brooke Deal is now Associate Professor of Religious Studies with tenure; Dr. Bob Spangler is now Associate Professor of Physics with tenure; Melanie Sinclair is now Associate Professor of Social Work with tenure; and Tracie Duncan is now Associate Professor of Theatre with tenure.

Our congratulations to these individuals for their commitment to Bethany. We also congratulate Dr. Lisa Reilly for securing a state science equipment grant and Dr. Wiley Cash for signing a two-novel book agreement with William Morrow/HarperCollins publishers.

Eleven faculty positions are endowed. Among them, Dr. Wilf Csapler has succeeded Randy Cooley as the John F. & Evelyn Casey Steen Professor of Economics.

An anonymous donor has created an \$11,000 endowed award in honor of Professor Cooley, who retired after 45 years on the Bethany College faculty in business and economics, to recognize his outstanding career of service to the College. Two donors have just launched a \$100,000 challenge in honor of Professor Cooley and retired economics professor John Davis to recognize their 82 years of combined service to Bethany and launch a new experiential fellowship for students in business and economics.

We also honor the dedicated service of longtime Professor of Biology and a Faculty Merit Foundation of West Virginia Professor of the Year Finalist Dr. Albert "Jay" Buckelew, who retired this spring. Jay, we thank you.

Last year, in addition to other accomplishments already cited, faculty members:

- Implemented outcomes assessment and tracking of learning objectives across programs using major field tests;
- Developed an Equine-Facilitated Therapy concentration as a collaboration between Equine Studies and Social Work;
- Developed interdisciplinary minors in Non-profit Marketing and Non-profit Management;
- Developed "dual major" pathways in Social Work and Psychology, Economics and Math and Business and Computer Science;
- Are proceeding with plans for 2 + 2 agreements in Psychology and are exploring a three-year degree pathway;
- Through Fulbright FLTA, are delivering Arabic language and culture courses;
- Are marketing on-line courses;
- Are developing global opportunities leading to a requirement no later than 2013; and
- Are expanding the use of technology in classroom learning and pedagogy.

We successfully completed the Assessment Academy of the Higher Learning Commission of the North Central Association; developed new dual majors in Computer Science and Accounting and in Math and Economics; and made significant curricular revisions to Communications and Media Arts, Spanish and Equine Studies. Looking ahead, we are undergoing the NCATE re-affirmation process, developing Core Curriculum assessment, focusing on improving academic advising and retention, responding to a grant invitation in science research from the Howard Hughes Medical Institute and expanding “mini term” offerings. Bethany is also a signatory to the American College and University Presidents’ Climate Commitment, joining 667 other institutions in an effort to make sustainability and energy conservation on our campuses feasible and affordable.

We welcome new faculty members in Biology, Economics, Education and English. Dr. Jennifer Franko joins us as an assistant professor of biology from the Centers for Disease Control and Prevention National Institute for Occupational Health and Safety in Morgantown, West Virginia.

In economics, Dr. David Youngberg, who has just completed his Ph.D. at George Mason University, where he was the Marcia Whitney Scholar and held a Humane Studies Fellowship in the Institute for Humane Studies, joins us as an assistant professor.

In addition, Dr. Sherri Theaker and Dr. Edward Shepherd are noteworthy additions to our education faculty. Dr. Theaker, who is beginning her first year at Bethany as an associate professor, brings more than ten years of full-time teaching at Ohio University and is also very experienced in assessment issues. Dr. Shepherd, who joins as an assistant professor, comes to us from East Tennessee State University. Finally, Dr. Jesse Janeshek joins us as Renner Visiting Scholar. She has authored more than 30 poems published in national journals. Dr. Janeshek comes to us from the University of Tennessee, Knoxville, where she was co-director of The Brian M. Conley Young Writers’ Institute in March 2011.

Aaron Anslow is an alumnus and visiting assistant professor of art, Dr. Eric Reynolds is a visiting assistant professor in physical science, Matthew Payment is a visiting assistant professor of Physical Education and Raymond Dick is an alumnus and visiting professor of Mathematics and Computer Science.

We also welcome Ms. Muna ALMerri of Bahrain as our Fulbright Scholar in Arabic Language and Culture. She will instruct elementary Arabic 1 and 2 as well as a course addressing topics in modern Arabic culture and society. Ms. ALMerri earned her B.A. in English literature, with a minor in educational technologies, from the University of Bahrain, and completed post-graduate education at the University of Bahrain and Arabian Gulf University.

All bring a wealth of exceptional experience and accomplishments to complement Bethany’s robust academic programs.

Bethany College is about people and we’re fortunate, through the generosity of many wonderful donors, to have 11 positions as endowed professors or chairs, such as the Matthew Quay Ammon Professorship of Mathematics, resulting from a generous memorial gift from Dr. Kathleen Gaberson of Pittsburgh, mother of the late alumnus Matthew Quay Ammon.

The McCann Learning Center, funded by alumnus Bob McCann and his wife Cindy, is filling a major support role in the academic area. The Center plays a multitude of important roles, housing the PASS, BethBridge and tutoring. The Center was recognized by the Washington, DC-based National Association of Independent Colleges and Universities (NAICU) as one of eight innovative programs nationally to assure student success.

The McCann Student Investment Fund, established through a \$1 million contribution in November 2009 from Bob and Cindy, has been a highly successful model for a student-operated endowment fund with half of the proceeds going to the McCann Learning Center and half going back into the fund.

Among other important gifts within the last year, Professor Emeritus of English John Taylor, who passed away in December, left most of his estate to the College, including books, music and significant endowment funds. In memory of this exceptional faculty member who loved Bethany, alumni have created the John R. Taylor Award in Liberal Arts. It will be presented for the first time at Honors Day this spring.

In addition, a \$700,000 gift from the brothers of Bethany's Psi Chapter of Beta Theta Pi fraternity last summer made possible renovation of the Dr. Fred Tillock Amphitheatre to honor their late legendary member.

The estate of the late Bethany alumnus John Keresty and other gifts funded a lecture series in journalism now entering its third year. Previous speakers were USA Today columnist Sandra Block and Foxsports voice of the Seattle Mariners Dave Sims, both Bethany alumni. This year's speaker is Michael Christman, '88, CEO and President of the Fort Wayne Newspapers.

Expansion of distance learning and continuing education programs offers significant opportunity for Bethany College in the foreseeable future. Currently, students benefit from online courses while gaining technological proficiency via the Online Consortium of Independent Colleges and Universities (OCICU). The 275 learners receiving Continuing Education Units represent a strong start as we look to expand our reach.

Bethany's membership in the Appalachian College Association continues to benefit our students. Key components include the Bowen Central Library of Appalachia which makes 1.5 million volumes from member institutions available to students and faculty and the ACA Professional Development for Faculty and Staff.

Additionally, the Phillips Library and Children's Library at the Judith R. Hurl Education Center are well used and growing. Trustee Emeritus Dr. Rod Hurl, recipient of the 2011 Alumnus of the Year Award, recently donated 2,500 volumes from his personal collection to the library. Upgrading technology continues to be a top priority through a four-year, \$4.5 million plan funded by Mary Cutlip.

Our interactive video classroom in the Mountainside Conference Center has created a new option for out-of-town businesses and has enabled the College to host a number of webinars. In 2010-2011, more than 35 events—from athletics to convocations to speeches—were webcast via streaming video.

An important new hire for this academic year is Dean of Students Gerald E. "Jerry" Stebbins, who assumed his appointment on July 1. Jerry had served as associate dean of student affairs at Washington & Jefferson College since 2001 and, with his deep understanding of the integral relationship between student living and the academic learning experience on a residential liberal arts campus, he is an essential member of the Division of Academic and Student Affairs.

In a second key appointment, Sheila Nelson-Hensley, who has worked for more than two decades as a financial aid professional and as a director for 12, has been named director of financial aid. Sheila possesses a wealth of experience in financial aid and finance management and formerly served as director of financial aid for Bluefield College in Bluefield, Va., among other peer institutions.

In other student life-related activities, Cochran Hall re-opened last August as suite-style student housing for 72 students; response continues to be very positive.

In May, we dedicated the Thomas P. Johnson, Jr., College Center in recognition of his lifetime of service to Bethany. The Center houses the offices of Enrollment Management, Student Services, the Department of Communications and Media Arts, and the Renner Art Gallery. Nearby, we've also continued renovations to a number of other facilities, including the Ogden Dining Room, Berkman Room (Bethany Club), Boomer's and Agostino Room. Additionally, significant renovations are taking place at the Renner Art Gallery. Bethany Beanery is also an important venue for eating and relaxation. Additional upgrades will result from the contract extension with Chartwell's.

We continually seek to be more contemporary in our approach and more “customer-oriented” in our services and our communications. I ask for everyone’s active support and leadership in these areas.

Bethany’s use of integrated branding and marketing, as part of a comprehensive overhaul of all institutional marketing materials, has given a unified look and message to the website, publications, advertising, letterhead and business cards. We have even been approved to accept applications for the official Bethany license plate, authorized by the West Virginia Department of Motor Vehicles. Contact the Alumni Office for details.

A new interactive College website has been introduced. Video streaming equipment was funded through the generosity of five donors, and prospective students now receive “personalized” direct mail, e-blasts, personalized URLs, publications and calls.

A high percentage of our newly-matriculated students are scholar-athletes and express an interest in participating in sports at the College.

The College competes in 21 NCAA-sanctioned sports and the equestrian team. It is especially noteworthy that our young men and women continue to excel both in the classroom and on the courts and fields. Thus, enhancements to facilities and programs in intercollegiate sports and recreation are essential to remaining competitive in enrollment. We continue to make progress in this area with renovations to the baseball field and completion of the Goin Locker Room.

Our sports teams had a good year. Volleyball won the ECAC Championship. Men’s soccer advanced to the PAC and ECAC Championships. Men’s basketball earned another conference championship and NCAA tournament berth. Softball finished 29-16, advancing to the NCAA National Tournament after winning the PAC regular season and PAC Tournament. Track and field had several stellar athletes advance to the ECAC Championships. A good many school records were broken in the process.

In 2010-2011, we added men’s lacrosse, with 23 students on the roster, and will be starting women’s field hockey in fall 2012. In addition, we look to add women’s lacrosse in 2013.

The Pegasus Farm Equestrian Center, home to the riding program, has created a strong recruiting niche, with over 20 declared majors and 11 minors. The Equestrian Club Team boasts 42 members.

I’d be remiss if I didn’t also recognize and thank members of our dedicated staff and volunteer leadership, vital and often underappreciated members of the Bethany community. Special plaudits go to this year’s staff winner of the President’s Award for Excellence in Performance. Director of Communications Becky Rose, an alumna, tirelessly handles all key communications and publications functions.

Our talented and committed Board of Trustees is led by two alumni, Chair Greg Jordan and Vice-Chair Bob McCann. Both have been stellar and steadfast in their support.

Because our greatest strength as a college lies in the achievements of our students, let me take a moment to congratulate our 2011 graduates, and to recognize several who have earned the special pride of Bethany’s campus community:

- Among exemplary students recognized with the Francis O. Carfer Prize as Outstanding Senior was chemistry major Lindsay A. Sobotka, of Weirton, W.Va. The Prize is presented to the senior who, in the judgment of the Honors Committee, has made the most outstanding contribution to the College. Lindsay earned this accolade by exhibiting sound academic accomplishments, along with loyalty, service and devotion to Bethany.
- April M. O’Brien, a senior communications major, received the Bethany 2000 Prize recognizing the senior who has best demonstrated loyalty and commitment to Bethany College in a wide range of activities over the course of her studies. The recipient must maintain a GPA of 3.0 or higher while displaying the characteristics of enthusiasm, dependability and dedication.

- Among other top student awardees, Alyssa M. Schrecengost, a business administration major, received the Pittsburgh Bethany College Club Award as Outstanding Junior Woman. The award is based on the qualities of leadership, character, conduct and scholarship. Comprised of Bethany alumni in the Pittsburgh area, the Club has placed in Phillips Hall a plaque upon which Alyssa's name will be engraved, joining those of previous awardees.
- Alexander C. Stubbs, a business administration major, was awarded the W. F. Kennedy Prize as Outstanding Junior Man. The prize, established by Mr. Kennedy of Wheeling, is awarded on the basis of the student's contributions to College community life through leadership in activities, personal character and scholarship. Many other talented students earned departmental and other honors, and have secured vital internships in their respective fields.

Looking ahead, one challenge facing us is that of complying with 15 U.S. Department of Education findings on campus facilities to bring us into full compliance with Section 504 of the Rehabilitation Act of 1973 and with the Americans with Disabilities Act with regard to accessibility. Although the majority of these findings were with restroom issues, which can be corrected on a scheduled basis, several significant issues concerning elevators and access are more problematic, given the terrain involved. This summer we addressed accessibility parking at Benedum Commons. Among other actions, we will widen aisles between stacks in Phillips Memorial Library, create additional accessible parking spaces and modify others, and create additional accessible or adaptable bathrooms in two suites in Campbell Village. We have until June 30, 2014, to complete these tasks.

Finance remains the most critical area requiring our attention. As you know, I have been described in publications as "revenue aggressive, expenditure conservative." That's a description I'm proud to embrace.

Top priorities for this academic year include the following:

- Address recommendations from the Higher Learning Commission, strengthening finances and assessment. A report is due in spring 2012;
- Continue to emphasize operational efficiency, control spending, forge synergistic partnerships and focus on cost containment;
- Continue to strengthen graduate and undergraduate enrollment and foster retention;
- Continue to focus on capital fundraising by securing at least \$5 million in new gifts and pledges; and
- Continue to emphasize strategic planning and image building to enhance Bethany's leadership as a small college of national distinction.

If all this seems like a tall order, remember that Bethanians have always been resilient pioneers and innovators, building a campus in the midst of rural farmland and surviving just a few years later through a Civil War that closed many colleges permanently. It is this spirit of "grace and grit" that will carry us confidently into the future.

In his introduction to "Future Shock," Toffler notes that "The uncertainty and inability to speak with precision and certainty about the future is no excuse for silence."

Noting the "perishability of facts," he likens the pace of today's world to that of "a fast-breaking story." Even as I speak, important facts about the world around us are changing. And yet, like medieval cartographers whose early maps led the way for explorers to discover the New World, our planning for the future today will create opportunity and unique possibility for Bethany College tomorrow.

"In dealing with the future, it is more important to be imaginative and insightful than to be 100 percent 'right,'" Toffler concludes. With insight, imagination and vision, and with your continued work and support, Bethany College will continue to thrive and prosper.



Bethany

A Small College of National Distinction

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