



TIME OF TRANSITION

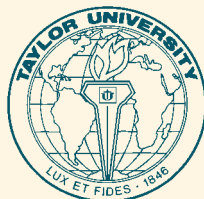
The President of Taylor University functions as the chief executive officer of the institution, accounting for the overall leadership and management. Since 2000, this position was filled by David Gyertson. However, returning to his “original calling” to “equip emerging world leaders for the Christian faith,” he now serves as distinguished professor of leadership formation and renewal at the School of Leadership Studies at Regent University.

Subsequently, God called Eugene Habecker to return to his alma mater to fill the presidential vacancy. And he does so with passion and enthusiasm. “We anticipate a wonderful and exciting ministry at Taylor, and we have incredible expectations for what God is going to do as He leads us together to embrace dreams greater than memories,” he said.

Gyertson and Habecker worked together to ensure a smooth time of transition. The following report represents the 2004-05 fiscal year, under the direction of Gyertson. We look forward to all God has in the future under Habecker’s leadership.

ANNUAL REPORT

2004-05



BETWEEN THE LINES

The following pages represent a brief overview of the past year, but it is not the whole story. These facts and figures say much about Taylor's successes, but they don't adequately reflect the whole-person education, the spiritual growth or the changed lives that happen each year. That's what it's all about.

**Progress Toward Achieving 2004-05
Strategic Priorities**

- *Development of New Site and Facility Master Plans for the Upland and Fort Wayne Campuses*
At the January Board meeting the Troyer Group presented an overview of the proposed Upland master plan. The Fort Wayne master plan is in the final stage of development.
- *Life Together Covenant Review*
The University Council for Assessment and Planning (UCAP) held forums requested by the Board LTC Task Force with key University stakeholders for the purpose of soliciting comments and suggestions about the current version of the LTC.
- *Implementation of the Academic Quality Improvement Program (AQIP)*
In January 2004 the Higher Learning Commission of the North Central Association approved Taylor's AQIP application. Action projects for the next three years have been developed.
- *Enrollment Management*
Refining current enrollment management practices as well as developing improved monitoring, forecasting and reporting plans have reached new levels of attention and sophistication over the past year. New financial aid packaging standards designed to target specific student profiles have been implemented. Most noteworthy is the strong ongoing academic affairs/student affairs collaboration efforts that have resulted in raising freshman retention three percent in 2004, streamlining class scheduling procedures and developing a freshman Irish Studies Program that achieves program enrichment goals as well as meets enrollment targets on the Upland campus.

Information Technology

- The Luminis Portal, myTAYLOR, was implemented in Fall 2004.
- The wireless network was expanded on both campuses.

Institutional Research

- Stephen Dayton was hired in September 2004 as the key staff member responsible for institutional reporting, analyzing data and preparing ad hoc reports needed for "data- enriched decision making." The Institutional Fact Book was expanded this year and now includes program assessment reports. The Alumni Survey for the class of 2001 was completed. Analysis is underway.

Other

- The Upland vice president for academic affairs search process was suspended when President Gyertson announced plans to accept a faculty appointment at Regent University in 2005.
- The new academic governance model is working well and being refined as issues arise.
- A faculty salary study subcommittee of the Faculty Personnel Committee is developing guiding principles and compensation recommendations.
- CTE & CR&I—both the Center for Teaching Excellence and Center for Research and Innovation programs are unfolding according to proposed timelines.

Upland Campus

At the heart of Taylor University's academic life is a committed faculty. Eleven new members joined the ranks for the 2004-05 year. Four faculty members were recognized for their long-term service as they retired: Dr. Eleanor Barrick, modern languages; Robert Benjamin, accounting; Dr. Timothy Diller, computer science; and Janet Loy, modern languages.

The 40th Annual Science Seminar focused on the scientific study of origins. The goal was to expose students to the broad range of views held by speakers who have a Christian orientation.

Taylor students competed well this year in the Ethics Bowl, the Michigan Annual Take Home Competition in Mathematics, and a national science competition in Texas where the nanosatellite team competed.

One hundred thirty-five students studied at 21 different off-campus sites during 2004-05.

New media majors were introduced in the art, communication arts and the computer science departments. These interdisciplinary majors are designed to reflect the convergence of communication, technology and design in broadcast, web and print media.

TABS (Taylor Association of Business Students) planned a successful day-long conference in February attended by over 300 students. Sixteen presenters, many Taylor alumni, gave students a view of what to expect in the workplace.

Interterm is here to stay! After a thorough study, the faculty voted to retain a 4-1-4 calendar to allow for off-campus travel and intensive focus on one subject, thus enhancing student performance.

Several opportunities for collaboration in research projects between faculty and students emerged this year. The Center for Research and Innovation received a Lilly Endowment "intellectual capital grant," part of which was to bolster research.

Fort Wayne Campus

Academic Affairs on the Fort Wayne campus became a more autonomous unit within the University. A separate Academic Policy and Curriculum Committee was formed to review issues that only pertain to the Fort Wayne campus. Two campus associate deans were installed to assist in administrative duties. Campus academic departments were formed that relate more closely to the campus context.

The campus' distinctive of spiritual formation was enhanced dramatically. Many full-time faculty assigned "soul projects" enabling students to meditate extensively on scriptures relevant to course topics.

Distinguished visiting practitioners and strategic partnerships advanced the applied majors offered on campus.

A newly forged partnership between Prison Fellowship and the Justice Studies Department trained criminal justice majors to mentor children with incarcerated parents.

An internal partnership between the Center for Lifelong Learning and several academic departments on campus created a path for an associate's degree online and the completion of a bachelor's degree on campus. This program, known as 2+2, is targeting to students from a home-schooled background.

Upland Campus

Development

- The Taylor Fund continued to increase again this year with a total of \$1,531,273, a 17 percent increase over the previous year.
- Taylor University's extended phonathon for the Taylor Fund marked a 65 percent increase over last year's total. Total pledged for fiscal 2004-05 is \$407,402 from 3,456 pledges.
- Alumni participation continues to grow with 46 percent of alumni solicited giving to the University. The national average for private liberal arts colleges is 9.4 percent.

University Relations and Marketing

- With refined marketing and branding programs in place, publications have moved to a level of improved excellence, including three issues of the award-winning *Taylor* magazine annually.
- Presidential transition plans dominated the second half of the year, with emphasis on communication via print and Web.
- The Kesler Student Activities Center dedication took place during Homecoming 2004. Plans for major Web site revisions are in place, and new portals have been launched.

Alumni Relations

- The office of Alumni Relations is building relationships with students, alumni and friends. Regional chapters have been established in Indianapolis, Grand Rapids, Washington D.C., Chicago and Orlando. Online resources such as the Taylor Web site, monthly eNews and the soon-to-be-launched alumni portal and online directory make communication with alumni more effective and efficient.

William Taylor Foundation

- The Foundation accounted for over \$3,790,000 in bequests, as well as capital, current and deferred gifts. Individuals were encouraged to make sure they have all of their proper documents in order, including wills, living trusts (if needed), power of attorney, health care representatives and living wills.

Fort Wayne Campus

Development

- The Council of 100 recognition program was launched in October 2004 with 44 members inducted. The Wall of Honor, located in the Eicher Student Commons, was also installed.
- The Fort Wayne Fund exceeded its \$545,000 goal with the help of phonathon pledges exceeding \$82,000 and 37 percent alumni participation. The two-week phonathon experienced a 16 percent increase from last fiscal year.
- Over \$75,000 was raised through direct mail, a 30 percent increase over the previous year, with each dollar costing only \$.10 to raise.
- The establishment of the Peter L. Eicher Giving Society was announced. Members of the giving society are faculty and staff donors. Employee giving for the 2004-05 fiscal year was 83 percent.

University Relations

- The new Web site for the Fort Wayne campus was launched in October 2004.
- University Relations collaborated with Admissions to implement new marketing concepts, which resulted in enhanced publications, promotional materials, television commercials and radio spots. The new tagline “Where your calling takes shape” has been well-received.
- The first edition of Profiles in Servant Leadership was published, and University Relations played a key role promoting the Lilly Guest Lecture Series.

Alumni Relations

- The Alumni Directory was completed and distributed.
- Homecoming/Parents Weekend was a huge success raising over \$6,000 for the Student Emergency Fund with over 150 alumni attending.
- A state-of-the-art power point presentation was developed to share information with alumni, friends, students and parents.

BUSINESS AND FINANCE

(in thousands of dollars)

Annual Report 2004-05

Balance Sheet	2005	2004
Cash and Cash Equivalents	\$263	\$433
Receivables	\$6,268	\$6,390
Investments	\$29,342	\$33,566
Endowed Assets	\$51,044	\$46,318
Annuity/Trust Assets	\$16,926	\$21,049
Physical Plant	\$68,042	\$66,842
Other	\$1,401	\$1,245
TOTAL ASSETS	\$173,286	\$175,843
Accounts Payable/Accruals	\$6,093	\$7,836
Mortgages/Notes Payable	\$18,534	\$19,598
Governmental Financial Aid	\$2,726	\$2,616
Trust Liabilities	\$10,401	\$14,189
Other Liabilities	\$652	\$856
TOTAL LIABILITIES	\$38,406	\$45,095
Unrestricted Net Assets	\$83,473	\$79,074
Temporary Restricted Net Assets	\$8,392	\$11,132
Permanently Restricted Net Assets	\$43,015	\$40,542
TOTAL NET ASSETS	\$134,880	\$130,748
TOTAL LIABILITIES AND NET ASSETS	\$173,286	\$175,843

Revenues	Net	%
Net Tuition and Fees	\$32,908	53.57%
Auxiliaries*	\$11,909	19.39%
Gifts (Unrestricted and Program)	\$10,759	17.52%
Unrestricted Endowment Income and Investments	\$2,627	4.59%
Other	\$3,031	4.93%
Total Revenues	\$61,234	100.00%

*Dining Commons, Rooms, Bookstore, etc.

Expenditures	Net	%
Academic Affairs	\$23,234	40.55%
Student Affairs	\$9,661	16.86%
Research	\$494	0.86%
Public Service	\$3,082	5.38%
Institutional Support	\$10,118	17.99%
Auxiliary Enterprises	\$10,513	18.35%
Total Expenses	\$57,102	100.00%
Net Income	\$4,132	

2004-05

2003-04

Financial Aid	Awards	Amounts	Awards	Amounts
Federal Aid	3,705	\$13,406,961	3,809	\$12,931,936
State Aid	543	\$2,056,339	539	\$2,155,308
TU Aid	4,171	\$11,851,380	3,969	\$11,195,660
Other	637	\$3,260,883	611	\$2,582,912
Total Aid		\$30,575,563		\$28,865,816

Includes Upland, Fort Wayne and the Center for Lifelong Learning

Upland Campus

Taylor World Outreach sponsored eight trips over spring break to the Virgin Islands, Russia, Ecuador, Dominican Republic, the Bahamas, Mexico, Daytona Beach and Homestead, Fla. Over 150 students, faculty and staff were involved.

Residence Life Programs presented their annual "Sex in the Village" series focusing on issues of sexual abuse, including how to help survivors of sexual abuse and the effects of pornography.

The Leadership Initiative of Taylor programs had approximately 450 attend their monthly leadership training seminars.

The Campus Ministries Office raised over \$14,000 to assist Tsunami relief efforts.

The Career Development Office (CDO) Task Force recommended the relocation of the CDO to the Student Union to take advantage of higher levels of student traffic. Two new staff persons have also been added.

Men's and Women's Conferences had approximately 300 and 500 participants respectively.

The Multicultural Task Force is in the process of developing recommendations for improving the experience of current American ethnic students.

Admissions

This past fall, Taylor University welcomed 477 freshmen to the Upland campus. Admissions hosted over 1700 visitors and conducted over 1600 interviews. This freshman class, the largest in the past three years, came to Upland from 34 states and 10 countries. Over 70 percent are from out of state; they averaged a 3.6 GPA in high school, where 37 percent of them graduated in the top ten percent of their class. They averaged 1182 on the SAT and 26.3 on the ACT. Over 27 percent are either the child of an alumnus or the sibling of a current student.

Athletics

The 2004-05 athletic season was highlighted by six Trojan teams earning the right to compete at the NAIA National Championship level.

- Five NAIA All-Americans
- Eleven NAIA Scholar-Athletes
- Thirty-two MCC All-Conference Athletes
- Eight Mid-States Football Association All-Conference Athletes
- Three MCC Coach of the Year awards
- Three MCC Regular Season Champions
- One MCC Tournament Champion

Fort Wayne Campus

Taylor University Fort Wayne student development, dedicated to “whole person” maturity, made the theme, “Lead a life worthy of the calling,” its heartbeat. A campus committed to intentional spiritual formation, chapel programs and campus discipleship played key roles. Ninety-seven students participated in Taylor World Outreach short-term mission experiences, including four trips to Jamaica, with a special hurricane relief trip after Hurricane Ivan, and two to Ecuador. On campus, Discipleship Coordinators planned topical Bible studies, available to students and staff, in small group settings throughout the academic year.

The Lilian Rolf Home and the Clyde Taylor House held upperclass females majoring in elementary education and upperclass males majoring in computer science, respectively. Hausser Hall served as the first-year student residence with men on the first floor and women on the second. The new configuration provided opportunities for developing friendships and programming to be geared specifically toward new students.

The Taylor Student Organization had a productive year as they worked to expand library and fitness center hours. In addition, new aerobic equipment was purchased with TSO funding, and the senior class donated benches placed under the flagpole in the Witmer Circle.

Admissions

Intentional branding efforts were launched in the 2004-05 recruitment year to develop a market niche for students seeking curricular and co-curricular programs emphasizing applied learning and spiritual formation in the Christian higher education context. These efforts helped to shape a freshman class that is less regional, more diverse and more confident in their vocational calling.

Athletics

The 2004-05 athletic season was highlighted by the Lady Falcon volleyball finishing second in the 2004 U.S. Collegiate Athletic Association National Tournament, and the ladies’ basketball team placed fifth in the USCAA National Tournament.

- Four All-Americans
- Two All-American Honorable Mentions
- Six Academic All-Americans
- One Second-Team All-American
- Two All-Tournament Teams
- Two National Tournaments
- Six Players of the Week Awarded
- One Tournament MVP
- Two First-Team National All-American
- One National All-American Honorable Mention
- Two broken school records

iOE

Beginning its sixth year, the Institute for Organizational Effectiveness (iOE) continues to partner with nonprofit organizations and their leadership teams to pursue performance excellence. Twenty-four CEOs, primarily serving the larger social service agencies in Allen County, have completed their iOE experience as members of the first two cohorts. Their program has included special workshops, organizational assessments, tailored projects and coaching. We plan to continue to build on the goodwill generated in the iOE cohorts over the past five years.

WBCL

The 30th anniversary of WBCL approaches, and the ministry continues to expand, at home and abroad.

With the installation of a translator at 97.7 fm, WBCL's coverage now blankets Adrian, Mich., thanks to the generous donors who covered the cost of the entire project.

While many radio stations discontinued Internet streaming due to increasing royalty fees, the value of around-the-world ministry outweighed the cost. During this past year, over thirty countries have been reached worldwide.

Listeners provided 24,800 clothing items during the April Romanian Likewise Project.



DR. DAVID J. GYERTSON
President 2000-2005



One of my personal core values is the belief that Christianity is a team sport—that God’s work is done best when capable, committed individuals serve together as the body of Christ. All that has been achieved during these past five years is the harvest of a team of dedicated servant-leaders determined to see God’s Kingdom and Christ’s glory first. I am thankful for the exceptional people God brought alongside me. It has been an honor to be yoked with each of them in such important and productive work.

May the love of God, the peace of Christ and the gifts and graces of the Holy Spirit be with you in this Great Commission mission. And may He continue to provide the resources, vision and courage to both communicate and demonstrate the redemptive love of Jesus Christ to a world in need through tough minds, tender hearts and hands outstretched in competent, compassionate service.

David J. Gyertson