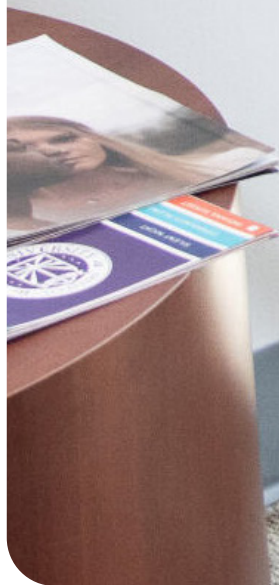




TAYLOR
UNIVERSITY



**PEOPLE &
PROGRAMS
PLAN**



EXECUTIVE SUMMARY

INTRODUCTION

Taylor has been blessed with remarkable growth and development in recent years. We are grateful for the Lord’s favor as many wonderful things have come to fruition, but we also recognize additional “growing pains” across campus. Taylor’s leadership has increasingly felt the importance of managing these tensions well. Just as any growing campus needs to develop a plan for expanded and renewed facilities, so also must such a university consider the human capital needs.

AT TAYLOR, IT’S OUR PEOPLE WHO MAKE THE KEY DIFFERENCE. THE STORIED CAMPUS CULTURE THAT DIFFERENTIATES OUR UNIVERSITY FROM ALL OTHERS EMERGES OUT OF THE WONDERFUL PEOPLE WHO CALL TAYLOR “HOME.”

We seek to steward the blessings that have come to the University in a way that multiplies them while not overwhelming our people. New resources also raise questions about compensation and other forms of investment. A number of individuals have asked about financial details related to their pay. For example, do donor dollars increase our ability to give raises or bonuses, or, what portion of the operating budget goes to compensation, and how has that share changed—or not—over the last several years?

We realized this institutional moment not only created the need to answer a set of questions related to people and programs, but also afforded a unique opportunity to respond to questions that have lingered for years and to provide additional clarity in areas where perception does not always match reality. What follows is our attempt to lay out a comprehensive approach to human capital development at Taylor—an investment strategy that considers not just pay and policies but also ideas and innovations that will sustain and grow Taylor over the next three fiscal years (FY25-FY27). We will also explore a number of ideas that have been introduced during the first two years of our strategic plan, *Taylor Thrives*, which relate to Taylor’s people and programs. *Taylor Thrives* outlines a comprehensive strategy for helping our campus to thrive, our community to thrive, and our mission to thrive. A key element of this plan entails developing and investing in our people.

A group of 15 faculty and staff colleagues, serving on an advisory group, have stewarded the work of the Plan well. Over the course of the fall semester, they helped gather insights to inform the work of the Plan, hosting an extensive set of

listening sessions and designing and administering an additional survey to gauge employee perceptions and preferences related to compensation. The advisory group [which includes Ashley Chu (Library/Provost's Office), Colby Burke (Human Resources), Craig Cochran (Student Development), Brad Yordy (Advancement), Dan King (Chemistry and Biochemistry), Greg MaGee (Biblical Studies), Julie Little (Business), Kerry Shanebrook (Grounds), Kristin Hoover (Marketing), Lori Heath (Spiritual Life & Intercultural Leadership), Mark Lora (Information Technology), Michele Bragg (Business Office), Nicholas Kerton-Johnson (History, Global, and Political Studies), Tia Cavanaugh Goggans (Spiritual Life & Intercultural Leadership), Will Hagen (Senior Leadership Team)] assisted Cabinet in the work of reviewing and socializing the most significant aspects of the Plan presented below, and helped us share drafts of this plan with colleagues across campus as we sought to ensure the Plan is understood and well received.

REWARDING COMPENSATION

Rewarding Compensation is one of the most significant areas of focus in the Plan, and includes answers to several key questions, including “How will the University pursue internal and external equity?”, “How does the University reward loyalty and longevity?”, and “How do we recognize performance?” You will find additional information on each of these in the Plan, and we offer a short synthesis here

HOW WILL THE UNIVERSITY PURSUE EXTERNAL EQUITY?

For faculty colleagues, we believe the most appropriate comparison group draws from data provided annually by the Council for Christian Colleges and Universities (CCCU). This is the group with which we compete most regularly for students and faculty, and this group shares timely and accurate compensation data. Currently, Taylor sits at almost exactly the median for CCCU faculty compensation. Over the next three years – the duration of this Plan – we aim to advance to be at the 55th percentile nationwide and the 60th percentile for our region. Our long-term goal is to reach the 90th percentile in the CCCU when adjusted for cost of living. We believe this goal reflects our desire to be a leader among Christian education while also reflecting the realities of our surroundings.

As part of the rollout of this draft of the *People & Programs Plan* and a transition to the CCCU as our benchmark comparison group on faculty compensation, we shared with faculty colleagues a final, in-depth analysis of how the University's faculty compensation compares to the schools identified as part of the Casagrande Compensation Study.

The CCCU also provides annual salary information for some staff positions. For those which are not included, we will work to benchmark our staff compensation against other colleges and universities in Indiana and against local competitors.

HOW WILL THE UNIVERSITY PURSUE INTERNAL EQUITY?

Because of the faculty promotion and advancement plan that is based on annual “steps” in compensation increases, there is generally strong internal equity and transparency regarding faculty pay. In the past, job descriptions for staff roles were placed into salary ranges, and each grade had a pay range associated with it. This Plan proposes reintroducing these ranges. We believe this will help ensure internal equity and create greater transparency for staff compensation. Over FY25, we intend to place every staff role into a pay range. We also will make compensation adjustments based on this process if we find situations in which individuals are not being paid fairly for their current roles.

HOW WILL THE UNIVERSITY REWARD LOYALTY AND LONGEVITY, AS WELL AS PERFORMANCE?

The Plan proposes that pay increases will reward both performance and longevity, but that a growing segment of the pool of dollars for salary increases will be focused on performance pay for both faculty and staff. This aligns with clear feedback we received through the Compensation Survey Process.

EACH YEAR, WE WILL DEDICATE A SEGMENT OF THE PAY INCREASES FOR LONGEVITY AMONG FACULTY AND STAFF AND A SEGMENT THAT RECOGNIZES EXCELLENCE IN PERFORMANCE.

The Senior Leadership Team will determine the amounts for each annually. The University’s objective is to reward performance in similar degrees for both staff and faculty even as we know that recognizing performance among the two groups requires different approaches.

STAFF This past year, staff colleagues participated in a robust annual review process and set goals for FY2024. Using that annual review process, we intend to reward all colleagues with a base increase to recognize loyalty and longevity and to recognize performance. We expect each staff member will receive a base increase to recognize longevity, regardless of performance, and an additional pool will be available for performance pay increases.

ACADEMIC FACULTY For academic faculty, we will continue to apply increase pools across-the-board, following the approach that has been followed in recent years. We also plan to establish some kind of process—with input from department chairs and deans—that allows the University to reward exemplary contributions of faculty members as part of our overall approach to faculty compensation. While we anticipate that this recognition will come primarily through one-time bonuses, we also hold open the possibility that there may be instances in which the recognition comes through an increase to base salary. Such decisions will be made by the Provost

in consultation with the respective Academic Deans.

Rather than “reinventing the wheel” when it comes to offering feedback to faculty colleagues, our intention is to make sure the Professional Growth Form and subsequent conversations will be conducted with consistency across campus. We have created an electronic version of the Professional Growth Form for use in this year’s Professional Growth Form conversations. Our expectation is that it can be an active document for conversations with department chairs and faculty over the course of the academic year. We anticipate this will be the tool and context through which faculty receive feedback on an annual basis.

ADDITIONAL AREAS RELATED TO COMPENSATION

An additional area in which the *People & Programs Plan* seeks to make progress is by clarifying the connection between the University’s financial results and an individual’s compensation. There are two specific commitments the Plan makes – that at this point apply specifically for the next three years – to clarify this connection. These will ensure that the financial prosperity of our people is directly tethered to the University’s financial prosperity, as it should be.

First, we want to tie future growth in net tuition revenue to both increased compensation and additional positions to support growth. We are still working to identify the appropriate way to do this, but one possibility we are considering is a formula that would take next year’s projected net tuition revenue minus dollars allocated to fund new positions over last year’s net tuition revenue.

RETIREMENT

We acknowledge the confusion and frustration people expressed for how that change to our retirement contribution was communicated a few years ago and want to provide clarity on the retirement plan moving forward. The Plan proposes not to restore a higher retirement benefit, but instead to focus on improving salaries.

As a result, we do not anticipate increasing the retirement contribution above 6% but rather will seek to make increases to salary, something that gives greater flexibility to employees (who could choose to use their higher salaries for whatever purposes they choose, including the option to dedicate more pre-tax dollars for their own retirement planning) and rewards part-time employees who do not receive this retirement benefit. We also believe this approach will increase our competitiveness when recruiting candidates for roles at Taylor.

POLICIES

We also wanted to highlight several adjustments we intend to make to certain Taylor policies. These include the following:

- 1) Changing our retirement contribution policy from a two-year waiting period before individuals can earn retirement to a two-year vesting period. This means that individuals would start earning the retirement contribution immediately as long as they remain at the University for two years. This change will go into effect in August of this year.
- 2) Adjusting policies to be equitable between exempt and non-exempt employees, focusing on job levels and responsibilities rather than whether they are salaried or hourly employees. This will include adjustments to the vacation policy and sick-leave policy, among others. This work will be concluded this summer.
- 3) Piloting policies to give managers greater flexibility over their team's working arrangements and hours. This summer we hope to give departments the freedom to pilot possible flexible options that work with their workflow and service to campus. Examples might include overlapping shifts, some remote work time, or compressed work weeks. We are not ready to make a commitment on any of these items but are interested in exploring them further.
- 4) We are also working to ensure our parental leave policies are clear and provide a significant benefit and a level of generosity that is on par with or exceeds other institutions like ours. We believe the generosity of the benefit will increase and will roll-out the revised

ADDRESSING WORKLOAD CONCERNS

During the “Listening Well” phase, we gained several insights. While staff and faculty feel they and their work are valued, they expressed concerns about increased workloads due to Taylor's growth. For some, the current workload already feels unmanageable, while for a larger group, it is acceptable for the present but not sustainable long-term.

WHILE WE ARE GRATEFUL FOR TAYLOR'S GROWTH AND THE BLESSINGS COMING OUR WAY, WE ACKNOWLEDGE THE ACCOMPANYING “GROWING PAINS” ACROSS CAMPUS.

It's not only about the impact of increased workloads on staff and faculty; it's also about their impact on Taylor's distinctiveness. Increased demands on work have resulted in less margin for supporting growth, affecting Taylor's culture, making it more difficult to have meaningful interactions, student mentoring outside the

classroom, and the ability to foster deep community connections. Faculty and staff expressed that it's been challenging to maintain Taylor's unique student-focused approach.

There's a strong desire to manage this tension effectively. How can we steward growth and God's provision while preserving space for relationships, connections, and maintaining a student-focused mentality? Two working groups, one focused solely on faculty and another with a broader scope, spent time exploring actions to help us manage this tension well.

We understand there's no one-size-fits-all solution to these concerns, but we believe that with a disciplined and multi-faceted approach, we can uphold our core values and distinctiveness, recognizing the importance of managing tensions as we grow.

Below is an initial set of actions that have emerged.

ESTABLISH EXPECTATIONS FOR HEALTHY RHYTHMS AND BOUNDARIES

Define and adhere to a set of organizational rhythms.

- Determine busier and downtime periods for the entire institution and each department and equip the community to establish their own personal rhythms.
- Establish healthy work boundaries by defining, communicating, and adhering to appropriate email and contact etiquette during weekends, breaks, vacations, and sick days.
- Establish organizational parameters for flexible work arrangements and allow departments to determine their specific strategy.

EQUIP DEPARTMENTS TO MANAGE WORKLOAD TENSIONS

This action focuses on several elements aimed at equipping department chairs, staff managers, and departments to effectively navigate their workloads.

- Provide tools and resources to help prioritize and manage expectations.
- Establish a process and language to address workload concerns within teams.
- Facilitate discussions on leading and managing "up" particularly as it relates to managing work expectations.
- Study ratios and metrics for departments or areas to assess workload relative to available resources and to make informed decisions to address unsustainable workload.
- Teach and implement best practices for conducting effective meetings.
- Utilize a tool to understand the team's strengths and effectively leverage them.

OPTIMIZE AND DIGITIZE TAYLOR

This is a concerted effort to apply resources (personnel and tools) to streamline work. It focuses on either simplifying processes or eliminating work through a digitization effort. A task force will be convened to identify the top inefficiencies across the university and implement processes to address them.

UPGRADE PEOPLE SYSTEMS

This action focuses on improving several employee life cycle processes.

- **Hiring:** Several open positions are increasing the workloads of current team members. Improving the hiring process to streamline posting and recruiting will expedite the filling of these positions with the right candidates.
- **Onboarding:** Implement a process that simplifies actions for hiring managers and new team members.
- **Transitioning:** Streamline the transition process of exiting team members.
- **Promotion and Tenure:** Clarify expectations and streamline the process.

The Plan also lays out our vision for ideas and innovations that relate to programs for our students (both curricular and co-curricular) as well as for Taylor employees. Finally, because our strategic plan is dynamic and open to change as new opportunities and issues emerge, the *People and Programs Plan* is similarly open to adjustment and amendment as new developments unfold.

THE PLAN REPRESENTS OUR CURRENT BEST THINKING AND PRAYERFUL DISCERNMENT OF WHAT WE BELIEVE GOD IS CALLING TAYLOR TO DO IN THE COMING THREE YEARS.

At the same time, we hold these plans loosely as we seek to follow God's leading in pursuit of our shared commitment that Taylor thrives in the days ahead.





THE PEOPLE AND PROGRAMS PLAN

A BIBLICAL VISION FOR INVESTING IN AND DEVELOPING TAYLOR'S PEOPLE

Whoever brings blessing will be enriched, and one who waters will himself be watered
Proverbs 11:25

While the primary purpose of this Plan is to articulate specific, actionable strategies for the next three years, we wanted to ensure it falls within the context of our timeless theological commitments. At Taylor University, we are more than just co-workers; we are a people called to a higher purpose, each playing a role in a story that goes beyond our 178-year history as an institution. We are co-laborers for Christ, each endowed with immense value and unique purpose. While we may share giftings or skill sets with others on our campus, we hold fast to the truth that God created everyone in his image and brought us into the world for this time, at this place, to join with these people, for this work. “I know the plans I have for you,” God says through his prophet Jeremiah, “plans to prosper you and not to harm you, to give you a future and a hope.” In Ephesians 2:10, Paul writes, “For we are God’s workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.”

We believe, informed by Genesis 2, that productive work has been a part of God’s plan for his people from the start of creation. While work became toil as a result of the Fall, we continue to see work as inherently good for us and a piece of the transformational work the Lord seeks to bring about in each of us, shaping us into better people and using us as contributors for his Kingdom.

IT IS OUR SINCERE HOPE AND PRAYER THAT NOT ONLY THE PRODUCT OF OUR WORK, BUT ALSO THE WAY WE GO ABOUT THE WORK ITSELF, HONORS THE LORD IN OUR INDIVIDUAL AND COLLECTIVE CALLINGS TO TAYLOR.



As we consider the ways in which we align institutional resources with our people and programs at Taylor, we are guided by the idea that each of us is “fearfully and wonderfully made” (Psalm 139:14) and that the work we do at Taylor is a form of worship and, therefore, of great significance to God.

Work is not just about “putting in our time”; it’s about something deeper, as Dorothy Sayers has said when reflecting on a Christian understanding of work. It is “not the thing you do to live, but the thing you live to do.” We balance this idea within the larger framework of our whole beings; after all, as former President Milo Rediger put it, at Taylor “we encourage students to grow as whole persons.” We are called to Taylor to live out our calling with godly dedication.

COLOSSIANS 3:23 REMINDS US TO PUT OUR WHOLE HEART INTO OUR WORK, AS IF WE’RE DOING IT FOR THE LORD.

This animates our entire approach to Taylor’s people and programs. That said, we understand that in many ways, compensation is important because it reflects a measure of appreciation, a factor of respect and fairness. Our workplace policies must reflect not only our theological commitments as a Christ-centered institution but also the best practices in organizational life. We aspire to become a place that honors the Lord and allows each of us to become the best version of ourselves as employees, colleagues, and servant-leaders.

Just as we are blessed to be a blessing to our community beyond our campus, we believe we are blessed to share the blessing with our on-campus community. When Taylor University wins, our faculty and staff must also win. We invest in our people and programs because that is the way we deliver—day in and day out—on our mission to develop servant-leaders marked with a passion to minister Christ’s redemptive love, grace, and truth to a world in need.

Our vision for investing in and developing Taylor University’s people is firmly rooted in the wisdom of biblical teachings and the recognition of each individual’s inherent value and purpose. As co-laborers for Christ, we understand that our work is not merely a means of survival but also a profound calling and act of worship. Drawing inspiration from the biblical concepts of both stewardship and generosity, we aspire to invest in our people, not only for their roles at Taylor but also for a life filled with purpose and service. As we outline the specifics of our plan in the subsequent pages, we aim to foster a workplace culture that values professional and leadership development, embraces diversity, and prioritizes the holistic flourishing of each and every faculty and staff colleague. May the Lord be glorified in how we respond to this opportune, God-blessed moment in the life of Taylor University.

FLOURISH: OUR APPROACH TO STRENGTHENING TAYLOR'S WORKPLACE CULTURE

In 2021, the University engaged Best Christian Workplaces to survey all faculty and staff on what was working well at Taylor and what needed attention. Significant time had passed since the University had conducted such a study, and the results revealed some areas for celebration but also many areas for improvement. Survey results back then found that Taylor's workplace engagement was in the second percentile of all Christian institutions of higher education that participated in the survey—a very worrisome finding. As a result, the University hosted dozens of listening sessions to which every employee was invited, giving faculty and staff an opportunity to process in small groups what the survey revealed and to identify specific areas of focus for improvement. In January 2022, faculty and staff were provided a tool to process their own understandings around three items that had emerged in the process: areas of disappointment and hurt that merited lament, items of gratitude that merited thanksgiving, and a call to recommitment for all Taylor employees. Two weeks later, we gathered as a community in Rediger Chapel for a special service of Lament, Thanksgiving, and Recommitment. We believe that was a significant moment for Taylor's workplace culture.

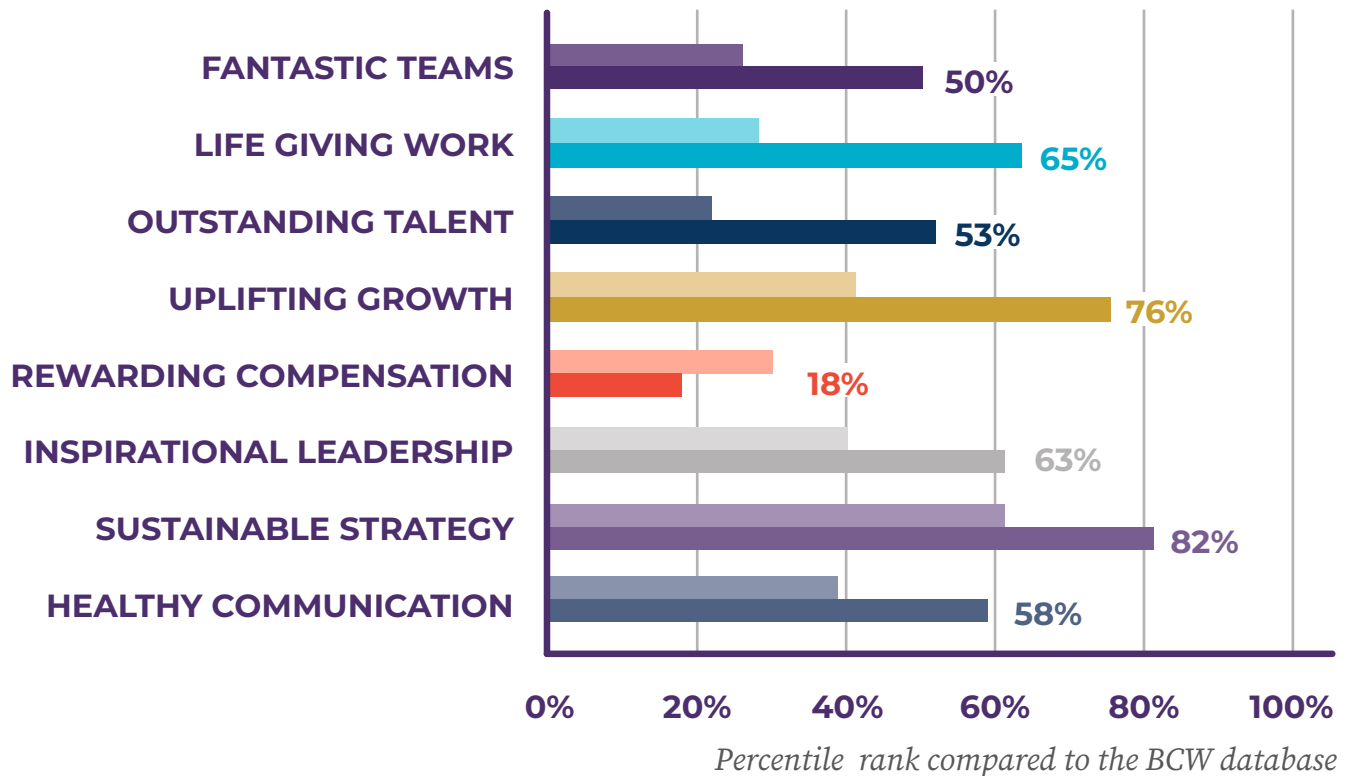
Since then, Taylor's Board of Trustees, President and Cabinet, and department chairs and campus managers have sought to increase their prayers and efforts to improve the Taylor "experience" for our faculty and staff. We have spent hours clarifying elements of the Taylor workplace culture—including the articulation of five core values of servant-leadership, purpose, joyful, engaging and hospitable, and excellence. We have conducted dozens of sessions for University Assembly (and refocused this regular gathering of campus leaders) around equipping department chairs and campus managers to better serve and equip their teams and departments. We also recognize that every employee has a vital role to strengthen our culture, and staff managers and academic department chairs have a particularly critical role—Gallup has found that managers account for at least 70% of the variance in employee engagement. For all these reasons, we have invested heavily in a host of items to improve the experience of Taylor's workplace culture.

BORROWING A FRAMEWORK THAT HAS BEEN DEVELOPED BY BEST CHRISTIAN WORKPLACES, WE ARE PURSUING A WORKPLACE CULTURE WHERE ALL FACULTY AND STAFF WILL FLOURISH, THE COMPONENTS OF WHICH INCLUDE FANTASTIC TEAMS, LIFE-GIVING WORK, OUTSTANDING TALENT, UPLIFTING GROWTH AND DEVELOPMENT, REWARDING COMPENSATION, INSPIRATIONAL LEADERSHIP, SUSTAINABLE STRATEGY, AND HEALTHY COMMUNICATION.

Two years following the institutional milestone that occurred in January 2022, the most recent results indicate that we have made real progress. Taylor's employee engagement results have moved from a 3.59 in 2021, which placed us at the 2nd percentile for our industry, to this year's score of a 3.93, which placed us at the 63rd percentile for our industry. While we still have work to do to strengthen our

workplace culture, we're encouraged by the significant progress we are making.

In the most recent survey, Taylor's scores improved in all but one key area. Our most improved area relates to the performance-management process, which was a significant area of focus over the last year. The University received very strong marks for Sustainable Strategy and is strong in many other key areas. Below are the results of this year's survey compared to the 2022 survey. Please note that the top bar for each item represents our percentile score (when compared with other Christian higher education institutions) last year, and the bottom bar represents our percentile score this year.



One factor—Rewarding Compensation—decreased this past year. We believe that in an institutional moment in which the Lord is blessing us richly, it is of critical strategic importance for our faculty and staff colleagues to have the opportunity to receive a share of those blessings. As a result, we have identified compensation as a key item for us to address as we pursue one of our key goals in *Taylor Thrives*—namely, for Taylor to be the most engaged workplace among peer institutions by 2028. That objective animates many of the priorities of this *People and Programs Plan*. What follows is a summary of initiatives underway for everyone in our workplace to FLOURISH. As you'll see, the *People and Programs Plan* is intended to help us celebrate and reinforce areas of success and to help us shore up and address areas of weakness.

FANTASTIC TEAMS

Because staff have not felt as informed or connected to the team culture as Taylor faculty, we launched regular Staff Forums to complement the existing regular Faculty Meetings. We also amended a workplace policy to support celebratory gatherings within reason (paid with University funds) each year. We are seeking to provide staff managers and academic department chairs with resources and ideas to cultivate a larger team ethos throughout the year, including suggestions for ways to improve team communication, manage conflict, and encourage teamwork across departments.

LIFE-GIVING WORK

Faculty and staff are drawn to Taylor by the opportunity to mentor, disciple, and educate the next generation of servant-leaders.

TIME AFTER TIME, OUR PEOPLE HAVE SAID THE UNIVERSITY'S MISSION AND VISION EXCITES AND ENERGIZES THEM, AND IT IS THE PRIMARY REASON THEY COME TO TAYLOR.

The opportunity to worship with Taylor students in chapel or travel with them on Lighthouse mission trips are life-giving to our people. So we are actively pursuing ways to harness technology to free up time for our faculty and staff to maximize their time with students. We received high marks on the most recent survey when employees were asked if they are able to use their spiritual gifts at Taylor (4.36 on a 1-5 scale), and faculty and staff also commented that Taylor is a place where we have fun, where folks know what is expected of them, and where they have the decision-making authority they need to get their job done well. In the spring of 2022, we invited faculty and staff to participate in a two-week journaling and discernment exercise in which they recorded how they spent their time at work for ten workdays. This provided helpful insights for meetings with departmental managers and, in several cases, to reallocate work to make it more life-giving for colleagues. Provost Maxwell appointed a faculty task force that completed work this year to identify possible reductions in committee and institutional service obligations for faculty to help them experience more life-giving work at Taylor. We also know that workload remains an area of concern for employees, and we continue to pursue a variety of strategies to help colleagues review their existing workload and discern opportunities to eliminate work or increase efficiency. These items are elaborated on later in this document.

OUTSTANDING TALENT

Taylor aspires to be an institution that recruits, develops, and retains great talent. As a university, we are about the important work of human capital development, so we aspire to be exceptional in our ability to strengthen outstanding talent. This requires us to identify and recruit top performers and then to promote and reward them as highly capable employees. In recent years, we have expanded our efforts to onboard new employees, including special programs like Vision Day for all new employees (which existing Taylor faculty and staff also completed once the program was developed) as well as expanded offerings for first- and second-year

new faculty. We have developed a template for opportunity profiles that highlight the benefits of working at Taylor as a way of strengthening the talent pipeline to Taylor, and we are piloting this year an engagement with an executive recruiting firm to assist with a variety of faculty and staff searches. As we make additional investments in our people and programs, we believe strong talent will continue to be drawn to Taylor. We also celebrate rising diversity among new faculty and staff (for example, more than one-third of faculty members who joined the University this year come from a diverse and/or global background) and that the representation of under-represented groups on the President’s Cabinet has grown considerably over the last three years to half. These will continue to be important areas of focus.



UPLIFTING GROWTH AND DEVELOPMENT

BECAUSE WE BELIEVE THAT EVERY EMPLOYEE IS MADE IN THE IMAGE OF GOD, WE WANT TO CARE FOR OUR FACULTY AND STAFF AS PEOPLE, HELP THEM DEVELOP PROFESSIONALLY, AND HELP THEM SOLVE THEIR WORK-RELATED PROBLEMS.

To do this, we must talk with faculty and staff about their progress on a regular basis, so we have implemented a “five conversations” framework that is being used by all campus managers with their teams and incorporates a series of growth and development elements. Using tools appropriate for their unique roles, both faculty and staff will participate in goal setting and annual review processes, and the University is investing in the development of several groups on campus, including emerging campus leaders, academic department chairs, women on campus, faculty and staff from diverse and global backgrounds, and coaches of our athletic teams.

REWARDING COMPENSATION

As we studied the University’s historic approach to employee compensation and compared it to peer institutions, we believe our compensation philosophy should be based on six priorities suggested by the Best Christian Workplaces framework.

- 1. Internal and External Equity.** We must consider two arenas simultaneously when we think about compensation: internal and external partners. In other words, within our campus employment structure, we need to maintain similar compensation across the “levels” of organizational life. This means we will

need to reintroduce staff pay ranges (which Taylor has typically utilized). As this is implemented, individuals in similar roles will be compensated similarly, and staff will know the pay range of their respective “grade” (e.g., a staff grade of 3 might be paid between \$30,000 and \$37,000 annually). We will begin this process by evaluating and updating staff position descriptions this summer and then completing the grading process over the course of FY25. We will then complete a “market grading” process to identify appropriate grade ranges, also during FY25.

We also want to set faculty and staff compensation within the broader understanding of our key competitors. For faculty and administrative colleagues, we believe the most appropriate comparison group is the Council for Christian Colleges and Universities (CCCU). This is the group with which we compete most readily for students and faculty talent. For staff positions for which the CCCU does not report salary information, we believe benchmarking against local competitors is most appropriate. It is our desire that our employees be paid similarly to or better than their peers in similar roles at different institutions, considering the context of our sister institutions. We believe the Senior Leadership Team should set and track regular goals for compensation in comparison to these peer groups.

2. **Rewarding Loyalty and Longevity.** Compensation must be informed by an employee’s loyalty to the University, as measured by tenure or length of service at Taylor. All other factors being equal, an employee who has been at Taylor for twenty years, for example, should generally be compensated at a higher level than a new hire.
3. **Shoring Up our Weaknesses.** From benefits like paid time off and release time to professional-development initiatives, Taylor provides generous non-pecuniary benefits relative to our peers. Indeed, Taylor’s benefits package as a percentage of salary is routinely among the highest in the CCCU. We believe these benefits are important and add real value to our employees, but in comparison to some of our sister institutions, our salary offerings are lower than we would prefer due to the percentage of overall compensation dollars dedicated to employee benefits. In order to develop a more rewarding compensation package, the primary focus of our compensation strategy across the next three years will be on improving salaries. As a result, we do not anticipate moving the retirement contribution above 6% but rather will seek to make increases to salary, which gives greater flexibility to employees (who could choose to use their higher salaries for whatever purposes they choose, including the option to dedicate more pre-tax dollars for their own retirement planning). We believe this approach will

increase our competitiveness when recruiting candidates for roles at Taylor.

- 4. Benchmarking our Compensation.** Although Taylor has—from time to time—dedicated resources to understand the University’s compensation compared to other institutions, we have learned that the comparison group has not been the same for all employees. This has been problematic for a number of reasons, not the least of which is that some employees have benefited from pay increases more than others because a comprehensive benchmark was not used across all positions at Taylor. Going forward, we will rely upon the annual compensation study and analysis conducted by the CCCU. We will supplement this information with targeted compensation data. For positions for which we recruit only in the local market, wages paid by local businesses must inform our compensation levels, so we will actively work to collect that information to supplement the annual CCCU compensation benchmark data.

Our long-term goal is to reach the 90th percentile in the CCCU when adjusted for cost of living. We believe this goal reflects our desire to be a leader among Christian education while also reflecting the realities of our surroundings.

- 5. Recognizing Performance.** In our employee survey of faculty and staff in the fall of 2023, 81% of all employees agreed or strongly agreed that employees who go above and beyond in a given year should receive additional compensation for their efforts. Further, 73% of faculty agreed that faculty should receive compensation increases that recognize accomplishments and the quality of their performance beyond what is expected. We believe compensation for faculty and staff must reward meritorious performance at Taylor but envision different processes for faculty and staff that align with these roles.

Staff. Staff increases for performance will be informed by the annual goals set by the employee and by the manager’s review of the staff member’s annual performance against those goals and the role expectations. All staff colleagues will participate in training around setting appropriate and effective goals, and staff managers will participate in a certification process through which they will receive additional training about evaluating performance against goals. As part of the annual annual review process, Will Hagen and Colby Burke will participate in a calibration process with each staff manager to ensure consistency and fairness in how individuals are reviewed across teams and departments.

We anticipate that a greater proportion of compensation increases between FY25 and FY27 will be allocated for recognizing excellence than has been the case in recent years (where virtually all wage increases were uniformly applied to all employees), but the exact specifics will be determined each year by the Senior Leadership Team. The process of using annual review results to influence the merit portion of staff and student development faculty pay increases is already underway and will be implemented for FY25. This will be an updated version of the annual review process that all staff participated in last year, with some adjustments made as a result of feedback from staff colleagues on elements of the process that were not helpful, such as being assigned a numerical score rather than a descriptive evaluation.

Academic Faculty. We have made improvements this past year and prioritized developing chairs in the “managerial” aspects of their role. Although faculty prize the collegial atmosphere in their departments, there is also a recognition that department chairs need to be involved with assessing faculty performance. This past year, we made it a priority in every department that faculty colleagues have a Professional Growth Form conversation with their chair, which includes feedback from their dean. We plan to continue making improvements along these lines, with the adjustment of moving to a new timeline. We’ve considered several iterations, and while there’s no ideal timing, we have settled on the following schedule.

Annual faculty reviews will take place by May 31 each year to ensure timely feedback for faculty at the end of the academic year. The deadline for goals will be August 15 so that faculty have clear expectations heading into the new academic year. This calendar aligns well with the rest of the University and streamlines the process for all. We believe this will ensure every faculty member receives timely and quality feedback, and will create agreement on key goals and priorities while also providing recognition for their contributions and encouragement for continued growth.

Professional Growth Form Tool. Rather than “reinvent the wheel,” our intention is to make sure the Professional Growth Form and subsequent conversations will be conducted with consistency across campus. We have created an electronic version of the Professional Growth Form for use in this year’s Professional Growth Form conversations. Our intention is that it can be an active document for conversations with department chairs and faculty over the course of the academic year. We anticipate this will be the tool and context through which faculty receive feedback on an annual basis.

How will performance be measured in May 2025?

The Professional Growth Form that will be used in May 2025 for review and goal conversations will resemble the form currently utilized by academic faculty to review last year's goals and set next year's goals. We will be working with the chairs and deans to ensure consistency in the process across campus as we seek to ensure fairness and consistency in the review process.

How will performance be recognized in May 2025?

Based on feedback from listening sessions regarding the first version of this Plan, we have decided not to transition to a purely performance-based compensation system for faculty colleagues. We anticipate that, at least for the duration of the *People and Programs Plan*, academic faculty will continue to receive across-the-board increases through step increases and adjustments to the base, the same process that has been used in recent years.

We also intend to establish some kind of process—with input from department chairs and deans—that allows the University to reward exemplary contributions of faculty members as part of our overall approach to faculty compensation. While we anticipate that this recognition will come primarily through one-time bonuses, we also hold open the possibility that there may be instances in which the recognition comes through an increase to base salary. Such decisions will be made by the Provost in consultation with the Academic Deans.

- 6. Rising Tide Lifts All Boats.** We know that when the University wins, we all should win. That is a firm commitment we are making with the *People and Programs Plan*. While we want to celebrate individual performers for their excellence, we also recognize that all of us—whether in staff, faculty, or administrative roles—contribute to Taylor's pursuit of its noble and compelling mission with excellence. As such, the University will set aside a portion of our operating result to go directly to bonus compensation for faculty and staff colleagues as the University achieves annual campus-wide priorities and objectives.

As we think about the goal setting and annual review process, we anticipate using August 15 as a standard University deadline that will also be a completion date for other items we complete on an annual basis such as Title IX training and the annual affirmation of the Foundational Documents.

With that as a framework for our compensation going forward, let us now review where the University has been and where we are headed. Between FY22 and FY24, Taylor has dedicated \$106 million in faculty and staff compensation. This represents an appreciable investment in faculty and staff wages and has

been made possible by steady enrollment growth and greater philanthropy toward the University, both of which have grown the University's revenue base. Compensation expenses in the University's operating budgets have consistently been in the 50-60% range for a number of years, but as Taylor's revenues have grown in recent years, this percentage has translated into more actual dollars being committed to faculty and staff salaries.

Moreover, over the last three years Taylor has piloted a program whereby faculty and staff receive one-time performance bonuses in recognition of excellence at the institutional and individual levels. The total dollars spent on this initiative approach \$2 million; the University plans to continue this process over the next year and is dedicating at least \$1 million toward this effort. This commitment to shared flourishing aligns tangible rewards between our institution and our people and represents the University's overall posture whereby our people thrive financially as Taylor similarly thrives.

WORKLOAD

An area of concern this Plan hopes to acknowledge relates to faculty and staff workload. A significant percentage of faculty and staff report experiencing increased demands on their time as our student body has grown in recent years. We want individuals to have margin to feel like they are thriving in their work and believe this will need to be an area of continued attention in the years ahead. There are several areas in which we believe this Plan will respond to these concerns.

First, two working groups (one focused only on faculty and another with a wider scope) considered opportunities to streamline or reduce routine work across campus. For example, are there changes to the way we structure meetings on campus or regular reports that could help faculty and staff colleagues make more effective use of their time at work? By the same token, are there technology solutions that can amplify resources that Taylor already has in place?

Second, a number of the areas that are feeling the most "growing pains" have open, unfilled positions within their departments. We believe the investments in compensation and benefits this Plan lays out will make a notable difference in allowing us to fill open positions in these high-demand areas.

Third, the University has worked to increase the number of faculty in our fastest growing areas, and we will continue to add additional faculty to respond to rising demand. It is also important to acknowledge that there are other areas in which both the enrollment and the number of faculty serving in the department have remained constant, but in which additional pressures are reported. These, we believe, are areas in which there is the greatest promise provided by the strategies outlined above.



There is a strong desire to manage these tensions effectively. How can we steward growth and God’s provision while preserving space for relationships, connections, and maintaining a student-focused mentality? We understand there’s no one-size-fits-all solution to these concerns, but we believe that with a disciplined and multi-faceted approach, we can uphold our core values and distinctiveness, recognizing the importance of managing tensions as we grow. Below is an initial set of actions that have emerged for pursuit during FY25.

1. Establish Expectations for Healthy Rhythms and Boundaries.

This is a focus on defining and adhering to a set of organizational rhythms.

- Determine busier and downtime periods for the entire institution and each department and equip the community to establish their own personal rhythms.
- Establish healthy work boundaries by defining, communicating, and adhering to appropriate email and contact etiquette during weekends, breaks, vacations, and sick days.
- Establish organizational parameters for flexible work arrangements and allow departments to determine their specific strategy.

2. Equip Departments to Manage Workload Tensions. This action focuses on several elements aimed at equipping department chairs, staff managers, and departments to effectively navigate their workloads.

- Provide tools and resources to help prioritize and manage expectations.
- Establish a process and language to address workload concerns within teams.
- Facilitate discussions on leading and managing “up”

- particularly as it relates to managing work expectations.
 - Study ratios and metrics for departments or areas to assess workload relative to available resources and to make informed decisions to address unsustainable workload.
 - Teach and implement best practices for conducting effective meetings.
 - Utilize a tool to understand the team’s strengths and leverage them effectively.
- 3. Optimize and Digitize Taylor.** This is a concerted effort to apply resources (personnel and tools) to streamline work. It focuses on either simplifying processes or eliminating work through a digitization effort. A task force will be convened to identify the top inefficiencies across the University and implement processes to address them.
- 4. Upgrade People Systems.** This action focuses on improving employee lifecycle processes.
 - **Hiring:** Several open positions are increasing the workload of current team members. Improving the hiring process to streamline posting and recruiting will expedite the filling of these positions with the right candidates.
 - **Onboarding:** Implement a process that simplifies actions for hiring managers and new team members.
 - **Transitioning:** Streamline the transition process of exiting team members.
 - **Promotion and Tenure:** Clarify expectations and streamline the process.

Lastly, a recent survey of Taylor employees focused on compensation and workload found that a significant majority of staff, and a majority of faculty, reported that if required to choose between increased compensation or steady compensation with reduced workload, they would choose increased compensation. This feedback informs the heavy emphasis on compensation found in the *People and Programs Plan*.

CONCLUDING THOUGHTS ON COMPENSATION

The *People and Programs Plan* aspires to position Taylor to thrive in the years ahead—our campus to thrive, our community to thrive, and our mission to thrive. As we have identified a number of areas for improvement, we have been guided by several emerging commitments that we state provisionally at this point but that may become promises, depending on the response of our stakeholders.

1. Faculty and staff will develop annual goals, building on the objectives laid out in *Taylor Thrives* and in support of the University’s annual priorities.

2. Campus managers (among both the faculty and staff) will hold at least two conversations per year with each member of their teams as part of our operating rhythm process in which individual performance against these goals will be discussed and used as part of annual performance evaluations. These conversations will focus on the following statements:
 - a. My manager knows and cares about me.
 - b. My manager and I have regular conversations to talk about my progress, and these conversations make me feel affirmed and challenge me in areas I need to grow.
 - c. My manager and I have regular conversations about what is expected of me, and I have clarity on my priorities and responsibilities.
 - d. My manager and I have regular conversations about the direction and support I need to accomplish my goals and expectations.
 - e. My manager and I have regular conversations about my development, my goals, and where I'd like to go in my career.
3. Taylor will benchmark compensation for faculty and staff against the CCCU annual data, seeking to reach the 55th percentile for compensation nationwide by FY27.
4. For the next three years, expenses for compensation increases and new positions will meet or exceed the annual growth rate in net tuition increases. In other words, the financial prosperity of our people will be directly tethered to the University's financial prosperity, as it should be.
5. We will prioritize salary increases for faculty and staff in our compensation increases, giving colleagues the flexibility to add additional pre-tax dollars to their retirement plan if they wish or to have those dollars for use against present needs.
6. Salary increases will reward both performance and seniority, but a growing segment of the salary increase pool will be focused on performance.
7. Taylor will distribute at least half of its year-ending operating budget results to incentive compensation for faculty and staff in the form of one-time performance bonuses, rewarding both individual and institutional achievements.



INSPIRATIONAL LEADERSHIP

The University has seen good progress in a number of areas, including scores related to faculty and staff colleagues believing that Taylor is well-managed, that it provides good job security to employees who perform well, and that there is growing trust between leaders and employees. Taylor has also made investments in recent years in the development of campus leaders in University Assembly and intentional fellowship time for the Board of Trustees with different campus groups at every board meeting. In addition, developmental investments in the Senior Leadership Team, Cabinet, and Deans' Council (including retreats and site visits to other campuses) are helping strengthen the competencies of Taylor's leadership. This year President Lindsay piloted a "lunch and learn" series for all faculty and staff, a program that aims to educate Taylor employees on the University and its location within the wider higher education ecosystem. This initiative, alongside a campus Bible study led by President Lindsay, seeks to provide regular opportunities for the University's leadership to connect with and learn alongside Taylor faculty and staff.

SUSTAINABLE STRATEGY

The development of *Taylor Thrives* and the incorporation of annual goals at the institutional, team, and individual levels have been critical for the University's strategic gains.

WE BELIEVE THE MOMENTUM WE HAVE EXPERIENCED IN RECENT YEARS HAS COME IN NO SMALL PART FROM THE LORD BLESSING OUR PLANNING AND IMPLEMENTATION PROCESS AROUND A SUSTAINABLE STRATEGY FOR TAYLOR TO THRIVE.

This area has received high marks in our annual employee survey, especially as the University has experienced multiple years of meeting and exceeding our goals and objectives. At the same time that we developed our current strategic plan and began the quiet phase of our *Life to the Full* fundraising campaign, we

also reviewed (and tweaked) the University’s mission statement and revised our vision statement. We have incorporated these statements, along with our five institutional values onto the Strategy on a Page, which is now displayed across campus. The development of the TU Growth Analytics Dashboard has been a boon to institutional decision-making, and the enhancement of data security protocols (on a number of fronts) has helped ensure our strategic gains are maintained in an increasingly competitive higher education marketplace.

HEALTHY COMMUNICATION

A number of senior leaders have introduced regular e-newsletters as we seek to keep campus apprised of milestones, progress against goals, areas for conversation and input, and strategic developments. This has complemented President Lindsay’s widely read, monthly e-newsletter, which reaches nearly all 25,000+ Taylor constituents. We have also implemented monthly Cascading Communications that summarize agenda items and action points that emerge from the Senior Leadership Team and President’s Cabinet meetings. Moreover, the University’s leadership has sought to be more intentional around the importance of sharing news early with key constituents and relevant stakeholders before wider announcements are made; this “concentric circles” approach to sharing news has improved communication flows both “up” and “down” within the University. We have also sought to develop a more extensive process to listen to faculty and staff before decisions are made by the University’s leadership, and we are seeking to prioritize not simply asking for input but also acting on it. President Lindsay has encouraged email sabbaticals for University leaders around certain holidays, and this Christmas season he piloted a program campus-wide. Feedback on all these initiatives has been positive, so the University will examine additional ways to encourage healthy communication patterns across campus, as a key step in creating an environment in which faculty and staff can flourish.

POLICIES FOR OUR PEOPLE TO THRIVE

In recent years, the University has engaged a variety of campus stakeholders to revise University policies on a range of items including approaches to alcohol off campus, expressive action, and weather-related protocols that affect the University's operations. At the same time that these adjustments have been taking place, the Board of Trustees reviewed its expectations for trustees and emeriti trustees and implemented some changes to align with best practices.

THESE ARE THE SIGNS OF A HEALTHY AND THRIVING UNIVERSITY, ALWAYS LOOKING FOR WAYS TO IMPROVE AND STRENGTHEN OUR COMMITMENT TO TAYLOR'S MISSION.

In addition, a group of faculty completed work this year with Provost Maxwell on the development of a policy and set of protocols around the termination of tenured faculty and the grievance process for faculty. From time to time, faculty or staff groups may initiate policy adjustments, and as has been true in this case, the University's leadership welcomes the input and ideas of our colleagues to make Taylor stronger and a better place in which to live and work.

All our policies are based on our shared commitment to the University's Foundational Documents. These include our Statement of Faith, our Life Together Covenant, our Multicultural Philosophy Statement, our Statement on Human Sexuality, and our Statement on the Sanctity of Life. These documents receive periodic review by the Board of Trustees (through the work of the Committee on Trustees) and were most recently approved and endorsed in 2020. At the same time, we recognize that organizational policies, which do not rise to the level of organizational importance as our Foundational Documents, also merit periodic review. As part of the *People and Programs Plan*, the University will conduct a comprehensive review of our institutional policies and will recommend changes, as needed, to the relevant decision-making body.

Over the last several months, a task force of faculty and staff colleagues reviewed a series of workplace policies that affect our people and programs. This work has specifically entailed a review of the policies relating to some of the key benefits the University offers, including retirement, vacation, telecommuting, graduate study, and paternity and maternity leave. Just as we seek to benchmark our compensation against peer institutions, we also believe the time is right to ensure these benefits provide a competitive advantage in recruiting and showcasing the generosity we seek to show toward our colleagues.

We will share the final version of these updated policies after we complete revising them this summer, but we anticipate making the following general changes:

RETIREMENT

We will move from a two-year waiting period to a two-year vesting period that will allow colleagues to begin receiving the 6% retirement contribution immediately

and to retain the full amount as long as they serve at the University for two years or longer. This change will take effect in August of this year.

PARENTAL LEAVE

We anticipate increasing the benefit provided by our paternity and maternity leave, and we will be ready to share the final policy by late summer.

TELECOMMUTING

We plan to completely overhaul the telecommuting policy, transitioning it to incorporate a variety of opportunities for flexible work. Departments will have the chance to pilot alternative work arrangements this summer and then participate in a review process early this fall to determine which arrangements worked well and can be continued and which were not successful and should be modified. We prize the collegiality and sense of place that are hallmarks of working at Taylor, and we do not anticipate many colleagues working remotely for a significant portion of time, but we do want to pilot additional flexibility.

GRADUATE TUITION POLICY

We are adding the possibility of receiving a tuition discount for new graduate programs the University is adding and also including the Human Resources office as a first point of contact for tuition discount requests to ensure fairness in administration of this benefit across campus. This policy is now available in the Master Policy Handbook.

GENERAL POLICY REVIEW

We believe it is important to review a wide swathe of general policies that impact the ways in which we work with one another, looking for opportunities to streamline or clarify work. We hope to significantly simplify the readability of our policies, merging the Master Policy Manual into one cohesive employee handbook by April 1, 2025. The relevant Vice Presidents will be charged with reviewing and revising policies within their respective portfolios as we seek to complete this work.

PROGRAMS FOR OUR CAMPUS AND MISSION TO THRIVE

IDEAS

A number of ideas that have developed over the last few years have contributed to the growth and development of our campus. Thanks to God's providence, we have been blessed with a growing campus enrollment and enhanced philanthropy, which has generated additional revenues that are allowing us to make needed investments in our people, programs, and facilities. We seek continued growth under *Taylor Thrives* so that we can take advantage of greater economies of scale, thereby making us more competitive within the challenging world of private higher education today. Every other week, a team of colleagues across campus meets to discuss the challenges and opportunities and the essential next steps required to increase our capacity for our growing student body. In addition, at every Cabinet meeting, Taylor leaders review our progress on key

capacity-development areas, including academic facilities and class offerings, dining, housing, and chapel. Our reason for growth is simple: We have a growing number of mission-appropriate students who want to come to Taylor, and we have a missional imperative to develop as many servant-leaders who seek to minister to a world in need as the Lord sends our way. While we do not expect to see the scale of growth Taylor has experienced during some periods of its history—for example, we do not expect to double in size, as Taylor did under President Kesler’s leadership—if God continues to provide the resources, we hope to respond with creative thinking and an open heart and mind to welcome these students because, as it has been said before, “At Taylor, there’s always room for one more!”

WE RECOGNIZE THAT WE NEED TO BE STRATEGIC WITH THIS GROWTH TO ENSURE WE MAINTAIN THE COLLEGIAL RELATIONSHIPS BETWEEN STUDENTS AND TAYLOR FACULTY AND STAFF THAT ARE THE HALLMARK OF A TAYLOR EDUCATION. WE ALSO WANT TO CARE WELL FOR OUR PEOPLE, EVEN AS WE GROW AND EXPAND INTO THE UNIVERSITY GOD IS CALLING US TO BE.

In light of this growth and expansion, *Taylor Thrives* and subsequent discussions with faculty and staff leaders have generated a series of promising ideas around new and expanded programs for students, for employees, and for wider constituents. Below is a summary of the ideas we will explore over the coming three years:

Curricular Programs

The following are new or enhanced academic programs that we are pursuing or that the strategic plan identifies for consideration:

- A distinctive Foundational Core around the theme of “Cultivating Wisdom”
- New programs in arts and humanities (including fine arts, public history, and preaching)
- New business offerings in leadership, entrepreneurship, economic development, hospitality, and construction management
- New programs in data science and mechanical engineering
- Enhanced and expanded honors offerings
- New programs in nursing, physician assistant studies, and medical science
- Expansion of dual enrollment offerings and digital learning opportunities for homeschooling families and graduate students and a new digital learning lab
- Expansion of the Sacred Roots initiative
- The addition of Global Scholars to the Taylor academic community and expanded programming through the Spencer Centre for Global Engagement

Co-Curricular Programs

With Taylor's unique heritage of being a place that takes the whole person education of its students very seriously, the strategic plan identifies a number of possible co-curricular enhancements, some of which are being considered and some of which are already underway. These include the following:

- The expansion of Taylor athletics with the recent addition of competitive cheer and the return of men's and women's tennis. The Crossroads League Conference is also considering expanded offerings in men's volleyball, and we are considering the addition of women's dance. Moreover, athletic clubs enhance the student experience through the equestrian team, rugby, poms dance team, women's lacrosse, and Fellowship of Christian Athletes.
- The launch of the Presidential Fellows student-leadership program and expanded offering for all student leaders through TULeads.
- Expanded intercultural leadership development through Freedom Rides to major sites in the nation's Civil Rights Movement.
- Expanded international student care, including greater services for airport shuttle transportation, holiday housing accommodation, and pastoral care.
- The establishment of the Taylor Drum Line and hopes for the launch of a Pep Band for major sporting events.
- Greater investments in Taylor athletics through people and facilities and the introduction of competitiveness expectations for all varsity sports.
- The launch of President Lindsay Live, which brings recognized servant-leaders to campus several times a year.

Faculty and Staff Programs

Last year, we initiated a series of communications strategies to reinforce positive team dynamics among faculty and staff, including the revision to the daily campus email that now announces employee birthdays, one datapoint from the TU Growth Analytics Dashboard each day, and a daily reminder of one of the five University values.

We are proud to offer dedicated development and personal enrichment programs for faculty and staff through the Call to Lead, Lunch & Learn, the President's Bible Study, and University Assembly.

OUR VISION IS TO PROVIDE EVERY FACULTY AND STAFF MEMBER WITH AN ANNUAL OPPORTUNITY TO GROW AND DEVELOP PROFESSIONALLY THROUGH A PORTFOLIO OF EDUCATIONAL AND ENRICHMENT OFFERINGS.

Programs for Wider Constituents

In addition to investing in programs for our students, faculty, and staff, *Taylor Thrives* calls for opportunities for the University's volunteer leaders. We now provide more regular meetings and opportunities for enhanced university service through the Board of Visitors, the Alumni Advisory Council, the Parent Advisory Council, and the Business Advisory Council. We have also launched a Ministry Advisory Council, a Health Professions Advisory Council, a Campaign Council, and a Campaign Engagement Task Force, and expect to launch a Global Advisory Council in FY25 and to explore additional opportunities. The *Life to the Full* campaign seeks to achieve a number of alumni and volunteer engagement goals, which will further enhance the University's reputation and mission.

As Taylor pursues a series of strategies for more "vertical" educational offerings, from pre-collegiate to doctoral programs, we have launched the IMPACT summer boot camp for aspiring high school entrepreneurs and plan to offer something similar for aspiring health professionals. These build on the success of Taylor's academic summer camps in engineering, film, forensic science, and music, theatre, and dance.

Finally, Taylor is developing a Taylor Speakers Bureau that showcases Taylor faculty and staff and provides opportunities for Taylor representatives to speak in Christian schools and churches around the country while also developing our people with expanded opportunities to showcase their expertise. Through regional events around the United States, expanded international partnerships (with Daystar University in Africa, Mackenzie University in South America, and Handong Global University in Asia), and expanded opportunities in a new Church Relations initiative, Taylor will reach more external constituents than ever before in the years ahead.



INNOVATIONS

Taylor is a campus of innovators, and the coming years will see a number of creative solutions to challenges that we are now prepared to face directly. Building on the success of the CDC-recognized Invitation program that is helping to address health outcomes in our region, Taylor is leveraging a number of transformational investments in Upland, Grant County, and East Central Indiana.

Thanks to the remarkable investment of \$30 million in Upland’s Main Street Mile Initiative by Lilly Endowment, we are poised to secure and steward nearly \$100 million in strategic capital investments to address a number of community needs. In the process, we pray that Taylor and Upland can become a national role model of a university and a rural community that work together to bless their friends and neighbors. As part of this, we have built on creative ideas we have observed elsewhere, including Colby, Colgate, College of the Ozarks, Notre Dame, Purdue, and Sewanee. The Main Street Mile Initiative will catalyze housing development and the expansion of retail, dining, overnight lodging, and office outlets near to campus.

THESE INVESTMENTS WILL, THEREFORE, MAKE POSSIBLE A NUMBER OF THE PRIORITIES LAID OUT IN THE *PEOPLE AND PROGRAMS PLAN*, INCLUDING THE RECRUITMENT AND RETENTION OF GREAT TALENT.

The Main Street Mile Initiative takes advantage of innovative work begun years ago through the University’s separate, supporting organization called 1846 Enterprises (named for Taylor’s founding year). Through creative structures, 1846 Enterprises can support both charitable and for-profit ventures in the area, and the University is already leveraging its strength as Upland’s largest landowner to generate more housing stock in the area. We are prepared to do much more in the years ahead. In several parts of the Main Street Mile Initiative, we are engaging outside, experienced leaders to assist the University in strategic areas.

At the same time, we are sometimes innovating by converting institutional strengths to serve a wider constituency or priority. For instance, the Calling and Career Office (CCO) is launching an ambitious program for expanded campus work offerings for students, which will provide greater professional development opportunities on campus and simultaneously reduce student debt loads by creating more ways for students to earn money at Taylor. This innovative program, which we call Good Work, is modeled on a biblical vision for work and leverages the strength of our existing CCO programming for a much wider impact. We undertook a similar approach when we insourced our diverse student recruitment efforts through Taylor’s Admissions Office and the launch of the Joseph P. Blades Scholarship program. Over the next three years, we will invite Taylor faculty and staff to identify more ways to leverage existing campus strengths for wider impact.

FINALLY, TAYLOR SEEKS TO LEAD THE WAY AMONG CCCU INSTITUTIONS IN CREATIVE FUNDING FOR INSTITUTIONAL INNOVATIONS.

We do this because academic innovation in the curriculum is the primary way to expand market share in an increasingly competitive higher education marketplace. We want to help our faculty innovate and develop new and enhanced academic certificates, minors, majors, and degrees. Moreover, we aspire to develop larger grant opportunities through the 1846 Giving Circle that will launch in FY25 and provide larger individual and departmental grants for innovations at Taylor. Through more grant dollars secured from private foundations and sponsored

research opportunities (which is a goal of the *Life to the Full* campaign), we will have even more resources to support curricular, co-curricular, employee, and off-campus innovations for Taylor’s wider impact.

CONCLUDING THOUGHTS

As the Life Together Covenant establishes, we are a community of Christians intentionally joined together for academic progress, personal development, and spiritual growth. This transformational vision is stewarded by the incredible faculty and staff colleagues who serve at this special place. It is our deep and earnest prayer that the ideas put forward in this document will support our joint work together by clarifying areas of confusion, identifying areas for future growth and improvement, and above all by celebrating the transformational Kingdom work the Lord has called us to undertake at Taylor.

Through all of this, we embrace the description of community found in Colossians and pursue it with Godly ambition. To God be the Glory!

“Therefore, as God’s chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all together in perfect unity. Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful. Let the message of Christ dwell among you richly as you teach and admonish one another. . . . And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him,”

COLOSSIANS 3:12-17 NIV

