George Glass: Running a new race
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On the Cover:
George Glass, a 1958 Taylor graduate and member of the University’s athletic department for the past 26 years, recently was appointed associate vice president for alumni and institutional relations, working out of the Taylor University advancement department. In leaving the coaching ranks, Glass puts his 35 championship titles and 32 coach of the year awards in track and cross country on the shelf along with his Nikes. He’s ready to run a new race for Taylor, though, and with his successful track record, the Institution should once again come out a winner.
Accountability and Aggressiveness

Taylor University soon enters its 140th year of existence. That's not a bad achievement for an institution, let alone an interdenominational, Christian liberal arts college.

And it would be so very easy, after that long, to become static — to find the middle of the road and plod along that dotted white line, ignorant of the traffic flying by on either side. In today's world, where mediocrity is served cafeteria-style, where black and white has been replaced as the fashionable colour combination by shades of gray, it would be considered nothing more than a natural phase in the evolutionary process.

But an organization with no vitality, no real purpose other than survival, is not only wasteful, but can be parasitical, sapping the resources of the very people it was meant to serve.

Taylor University is accountable to its constituency; it therefore must provide the best possible service to its constituency. It must continue to prepare youth for life in a world that is oft-times indifferent and calloused. It must continue to be concerned about discipline, restraint, self-respect, concern for others, and love of God. It must continue to state and emphasize an adherence to Biblical authority.

In its 140 years, Taylor University has consistently taken a courageous stand in proclaiming that it provides a quality Christian education. But this must be a dynamic stand, as well. It is time for Taylor University to become even more aggressive in its work for the Lord. Taylor University must be aggressive, else it will succumb to ungodly sources by default.

God expects great things of Taylor, and has entrusted the Institution with tremendous possibilities. This leads Taylor to a place of "aggressive positioning" in the evangelical world — a place determined by such vehicles as the marketing study (page 14) and the alumni survey (page 4). It is a place, too, sought by such leaders as George Glass (page 12) and the members of the National Alumni Council (page 10).

This idea of aggressiveness could connote the idea of competitiveness. If so, it is not a competitiveness with any other Christian institution, but a competitiveness with the reality of what Taylor University is in comparison to what God wants Taylor University to become. When talking about being aggressive, about striving for excellence and success with every resource provided by God, the ambition is to lead Taylor University in the direction its trustees, administrators, faculty, alumni and students are certain the Lord wants it to proceed.

Taylor University has kept its standards; Taylor University has kept its eternal purpose aflame. There is an aggressive commitment to make Taylor University more influential in the evangelical community and in the lives of the students and alumni whom the Institution is held accountable. The challenges of the future that Taylor should and must accept have been and are being studied, and it will be determined what is necessary to reach the level of ministry and influence toward which God is leading Taylor University.
Alumni Survey: Hard work and hard data

Harvest:
A Taylor trio’s efforts pay off

Sometimes the left hand doesn’t know what the right hand is doing.
Such was the case at Taylor University when it came time to survey the constituency. Take the following scenario for instance:
Wendy Koons, newly hired director of placement in the Career Development Office, is assigned to survey alumni of the past ten years to discover whether or not Taylor is properly preparing students for the job market;
Betty Freese, associate director of alumni relations, needs information from the alumni as part of a self-study she is in charge of for an upcoming North Central Evaluation;
Vance Maloney, director of testing and professor of psychology, must come up with data concerning Taylor’s general education program and how it can be improved.

To make a long story short, Vance Maloney discovered Betty Freese was preparing the North Central self-study when she called him for assistance, since he is the director of testing. Vance Maloney learned that Wendy Koons was doing a survey — or was it Wendy Koons who found out about Vance Maloney working on a survey?
Anyway, realizing three heads are better than one, Koons, Freese and Maloney collaborated on an extensive survey directed to the alumni that answered all of their questions. “When we discovered we were going to do three separate surveys, we decided that was stupid,” Maloney said.
“We decided it would be best to combine the three together.”
“You don’t know how many times I rewrote the questionnaire when I found out that someone else was doing a survey,” Koons said.

Considering the resulting survey form, designed with the help of Leon Adkison, professor of systems, it was well worth whatever trouble the three individuals may have had. “It was a good survey,” Adkison said, citing good questions, simple format, and fair sampling as being the key to receiving worthwhile data. Since the alumni are a homogeneous group, obtaining accurate data was fairly simple, regardless of the size of the return.

But the size of the return was positive, as well. “It was certainly a significant return to ensure that the data are reliable,” Adkison said.

Reliable data is what all three designers of the survey were interested in. Koons was especially elated, because, until the results were in, she had no hard facts to present.

“We have had some attempts at surveys in the past few years, but nothing that makes any sense,” she said. “And nothing University-wide, except for teacher placement — and they had wonderful statistics.
But there are some departments which never follow up on their graduates, and so I couldn’t say anything as a University. There was a great need for a good survey.”

Koons needed statistics to satisfy a wide range of customers in Career Development.
“It’s vital information for seniors who are getting their first realistic look at the job market during their senior year,” she said.
“Now they can see what their predecessors have done.”

Other people, too, needed the information obtained through this survey. In Maloney’s terms, Taylor had to face up to its accountability — to its friends, to its alumni, to parents of present and potential students, to trustees. “I think it’s important to show people the hard facts,” he said. “With this survey, when it’s hooked in with the general education program and other things, we can show people we’re doing X number of items on the list. To a parent, we can say, ‘Look at this data. This is what we’re doing,’ instead of saying, ‘Take a look at our nice basketball court.’”

Maloney’s primary concern was to inspect the general education curriculum through the thoughts and feelings of alumni. The results he has tabulated come under the heading of the old general education package: a new general education system was organized by Dr. Richard Stanislaw, dean of academics, during his first year at Taylor in 1983. The first students involved in the new program will graduate in 1987.

“This is the old general education package, from my point of view,” Maloney said. “Right now, we’re in a transition period. If we do a new alumni survey in five years, it will be about our new general education program.”

“When that happens, we should expect something different in the results,” Adkison said. Meanwhile, he and others continue to cross-tabulate the results from the present survey. A 72-page report already has been filled with the North Central Self Study Steering Committee.

At the same time, Koons is beginning to use the information she has gathered in her work. “I see my role a lot as a teacher, a kind of clearing house for information,” she said. “This is telling me what things I need to be addressing more specifically than others. I’m going to spend more time working on certain problems than on other areas.

“One of the things I’ve tried to do is publish the information, get the information out to different departments,” Koons said, adding it is a task she is still working on. “I have made some major changes in what I do in my job. I talk about the information; I use it.”

But on down the road, new information will be needed — new information about careers and the job Taylor is doing in preparing its students; new information about the general education program; new information for other studies. “I’d love to get to a place where I do a survey every five years,” Koons said. “But, you see, this was playing catch-up, in a way. If we keep good statistics, we shouldn’t need to go to this much trouble again.”
And the envelope, please...

Results of the alumni survey

<table>
<thead>
<tr>
<th>SEX OF PERSON SURVEYED</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>43.8%</td>
</tr>
<tr>
<td>Female</td>
<td>56.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOST RECENT DEGREE EARNED FROM TAYLOR UNIVERSITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BA/Systems</td>
<td>45.9%</td>
</tr>
<tr>
<td>BS/Systems</td>
<td>20.1%</td>
</tr>
<tr>
<td>BSEED</td>
<td>19.6%</td>
</tr>
<tr>
<td>BS/SED</td>
<td>5.7%</td>
</tr>
<tr>
<td>BS/SOW</td>
<td>3.3%</td>
</tr>
<tr>
<td>BM</td>
<td>1.5%</td>
</tr>
<tr>
<td>BS</td>
<td>0.4%</td>
</tr>
<tr>
<td>AA</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SIGNIFICANT LEADERSHIP POSITIONS HELD AT TAYLOR</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Development</td>
<td>25.7%</td>
</tr>
<tr>
<td>Student Ministries</td>
<td>12.8%</td>
</tr>
<tr>
<td>Student Government</td>
<td>12.0%</td>
</tr>
<tr>
<td>Student Publications</td>
<td>5.7%</td>
</tr>
<tr>
<td>Other</td>
<td>16.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SIGNIFICANT INFLUENCE ON ACADEMIC DEVELOPMENT (3 chosen)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors in major</td>
<td>94.1%</td>
</tr>
<tr>
<td>Other students</td>
<td>58.0%</td>
</tr>
<tr>
<td>Academic advisors</td>
<td>37.7%</td>
</tr>
<tr>
<td>Roommates</td>
<td>26.4%</td>
</tr>
<tr>
<td>Administrators</td>
<td>10.5%</td>
</tr>
<tr>
<td>Chapel/other speakers</td>
<td>8.3%</td>
</tr>
<tr>
<td>Coaches</td>
<td>7.4%</td>
</tr>
<tr>
<td>Personnel Assts. (PAs)</td>
<td>2.8%</td>
</tr>
<tr>
<td>Residence Hall director</td>
<td>1.7%</td>
</tr>
<tr>
<td>Other</td>
<td>11.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SIGNIFICANT INFLUENCE ON SPIRITUAL DEVELOPMENT (3 chosen)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other students</td>
<td>67.3%</td>
</tr>
<tr>
<td>Chapel/other speakers</td>
<td>56.4%</td>
</tr>
<tr>
<td>Professors in major</td>
<td>47.7%</td>
</tr>
<tr>
<td>Roommates</td>
<td>44.0%</td>
</tr>
<tr>
<td>Coaches</td>
<td>15.0%</td>
</tr>
<tr>
<td>Personnel Assts. (PAs)</td>
<td>11.8%</td>
</tr>
<tr>
<td>Residence Hall director</td>
<td>10.5%</td>
</tr>
<tr>
<td>Administrators</td>
<td>9.2%</td>
</tr>
<tr>
<td>Academic advisors</td>
<td>6.1%</td>
</tr>
<tr>
<td>Other</td>
<td>13.7%</td>
</tr>
</tbody>
</table>

Spring 1986
IF STARTING COLLEGE OVER, WOULD YOU CHOOSE TAYLOR

Yes ___________________________ 73.4%
No ___________________________ 5.4%
Uncertain ___________________________ 20.9%

IF STARTING COLLEGE OVER, WOULD YOU CHOOSE THE SAME MAJOR FOR GRADUATION

Yes ___________________________ 56.4%
No ___________________________ 18.9%
Uncertain ___________________________ 23.1%

WHICH OF THE FOLLOWING BEST DESCRIBES WHAT YOU ARE CURRENTLY DOING

Employed full time ___________________________ 66.2%
Caring for home/family ___________________________ 9.2%
Employed, continuing education ___________________________ 9.2%
Continuing education ___________________________ 5.7%
Employed part time ___________________________ 3.3%
Self-employed ___________________________ 2.8%
Serving in armed forces ___________________________ 0.7%
Unemployed ___________________________ 0.4%
Other ___________________________ 2.0%

INDICATE LEVEL OF PROBLEM, IF ANY, IN OBTAINING FIRST JOB AFTER GRADUATION

Knowing how to find job openings ......................... Major Problem 11.8%  Minor Problem 22.6%  Not a Problem 59.0%
Lack of experience ................................ Minor Problem 24.6%  Not a Problem 43.1%
Writing a resume ................................ Minor Problem 3.5%  Major Problem 21.4%  Not a Problem 68.4%
Tight job market in major field ......................... Major Problem 30.5%  Minor Problem 26.8%  Not a Problem 35.5%
Finding a job for which you were trained .................. Major Problem 12.8%  Minor Problem 20.5%  Not a Problem 59.7%
Finding the kind of job you wanted ...................... Major Problem 23.8%  Minor Problem 29.6%  Not a Problem 39.7%
Race/sex discrimination ................................. Minor Problem 0.9%  Major Problem 3.3%  Not a Problem 88.4%

HOW LONG DID IT TAKE TO OBTAIN FIRST FULL-TIME JOB AFTER LEAVING TAYLOR

One to three months ............................... 29.2%
Prior to leaving Taylor ............................. 18.1%
Less than one month ......................... 15.3%
Four to six months ......................... 13.3%
Over twelve months ......................... 10.5%
Seven to twelve months .......... 7.2%

HOW CLOSELY RELATED IS YOUR CURRENT OCCUPATION TO YOUR MAJOR AT TAYLOR

Highly related ............................ 44.2%
Moderately related ............................ 18.1%
Not related ................................ 13.7%
Slightly related ............................ 10.7%
### Indicate Your Satisfaction with the Following Aspects of Your Present Job

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenge</td>
<td>35.9%</td>
<td>36.2%</td>
<td>7.4%</td>
<td>4.6%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Location</td>
<td>38.1%</td>
<td>29.4%</td>
<td>10.0%</td>
<td>7.2%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Salary and benefits</td>
<td>18.1%</td>
<td>32.5%</td>
<td>13.3%</td>
<td>17.6%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Advancement potential</td>
<td>17.6%</td>
<td>20.9%</td>
<td>23.5%</td>
<td>16.3%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Working conditions</td>
<td>28.8%</td>
<td>34.4%</td>
<td>11.6%</td>
<td>7.9%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Career potential</td>
<td>24.4%</td>
<td>25.7%</td>
<td>20.0%</td>
<td>9.1%</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

### How Much Did Taylor Experiences Contribute to Skills and Knowledge Needed in Your Job

<table>
<thead>
<tr>
<th>Experience</th>
<th>Very Much</th>
<th>Somewhat</th>
<th>Very Little</th>
<th>Doesn't Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Education requirements</td>
<td>16.8%</td>
<td>51.4%</td>
<td>23.5%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Course in major area</td>
<td>48.1%</td>
<td>32.5%</td>
<td>9.4%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Courses in minor area</td>
<td>18.5%</td>
<td>19.2%</td>
<td>10.7%</td>
<td>36.8%</td>
</tr>
<tr>
<td>Student employment/part-time work at Taylor</td>
<td>16.3%</td>
<td>21.3%</td>
<td>20.0%</td>
<td>35.9%</td>
</tr>
<tr>
<td>Work experience/practicum at Taylor</td>
<td>33.1%</td>
<td>21.4%</td>
<td>15.9%</td>
<td>23.1%</td>
</tr>
<tr>
<td>Leadership experience at Taylor</td>
<td>23.5%</td>
<td>29.8%</td>
<td>13.5%</td>
<td>26.6%</td>
</tr>
<tr>
<td>Co-curricular activities at Taylor</td>
<td>15.0%</td>
<td>33.8%</td>
<td>24.4%</td>
<td>19.8%</td>
</tr>
</tbody>
</table>

### How Much Did Taylor Education Contribute to Your Personal Growth in the Following Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Very Much</th>
<th>Much</th>
<th>Somewhat</th>
<th>Very Little</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Writing effectively</td>
<td>20.7%</td>
<td>32.0%</td>
<td>31.8%</td>
<td>11.6%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Speaking effectively</td>
<td>16.1%</td>
<td>29.6%</td>
<td>37.3%</td>
<td>12.2%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Working independently</td>
<td>28.1%</td>
<td>40.1%</td>
<td>21.8%</td>
<td>5.9%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Emotional stability</td>
<td>23.3%</td>
<td>39.0%</td>
<td>23.1%</td>
<td>8.9%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Understanding different philosophies and cultures</td>
<td>15.9%</td>
<td>31.1%</td>
<td>32.7%</td>
<td>15.3%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Defining and solving problems</td>
<td>14.6%</td>
<td>28.3%</td>
<td>37.0%</td>
<td>13.5%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Understanding interaction of man and environment</td>
<td>9.2%</td>
<td>22.2%</td>
<td>33.8%</td>
<td>24.8%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Understanding and appreciating the arts</td>
<td>12.2%</td>
<td>27.9%</td>
<td>32.7%</td>
<td>18.3%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Understanding and applying scientific principles and methods</td>
<td>7.6%</td>
<td>14.6%</td>
<td>33.3%</td>
<td>30.1%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Practice of lifelong learning</td>
<td>20.5%</td>
<td>34.9%</td>
<td>31.8%</td>
<td>8.7%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>15.5%</td>
<td>36.0%</td>
<td>33.6%</td>
<td>10.0%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Broadened approach to academic studies</td>
<td>14.6%</td>
<td>38.6%</td>
<td>34.4%</td>
<td>7.2%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Preparation for present occupation</td>
<td>28.8%</td>
<td>28.3%</td>
<td>25.3%</td>
<td>8.5%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Broad understanding of political, social forces that affect life</td>
<td>7.0%</td>
<td>20.5%</td>
<td>39.0%</td>
<td>25.3%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Personal living style consistent with Biblical revelation</td>
<td>19.0%</td>
<td>37.3%</td>
<td>29.4%</td>
<td>9.8%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Effective communication of your faith</td>
<td>7.0%</td>
<td>27.7%</td>
<td>40.7%</td>
<td>17.8%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Lifelong recognition of all God's truth</td>
<td>19.6%</td>
<td>38.3%</td>
<td>30.3%</td>
<td>7.0%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Application of Christian world view</td>
<td>17.2%</td>
<td>36.4%</td>
<td>32.5%</td>
<td>8.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Disciplined life style</td>
<td>13.1%</td>
<td>38.4%</td>
<td>35.1%</td>
<td>7.8%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Assumption of responsibility in family</td>
<td>15.2%</td>
<td>35.5%</td>
<td>31.6%</td>
<td>10.2%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Assessment of your responsibility with regard to world needs</td>
<td>9.1%</td>
<td>32.9%</td>
<td>37.5%</td>
<td>13.7%</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

Spring 1986
Back ing her words with the facts

by Wendy Koons,
Director of Placement

"As a rule . . . he who has the most information will have the greatest success in life..." Disraeli

Not too long ago, I was talking to a graduating senior who was determined to find a job before graduation. He was just about to make what I considered to be a potentially bad decision by compromising what kind of job he was looking for because of the timeframe he had set — "Any job by graduation is better than no job."

We talked for a few minutes, and the comment that made the most significant impact on him was the fact that traditionally only 25% of Taylor's graduates make definite career decisions before they graduate. Somehow, when he was able to see that many of our students take those first few months after graduation to secure full-time employment, it encouraged him to take a step back and evaluate his decision.

The reason this scenario is important to me is that it has happened before. Last year, another student came to me with the same problem, but at that time I was not able to give him any tangible piece of evidence regarding whether his situation was out of the ordinary. Situations like these are why I believe it is very important to spend time and energy on an alumni survey.

As director of placement, I do not see myself as someone who "places" people in jobs. I see my purpose as being two-fold. First, my job is to teach students job-seeking skills so they can place themselves, whether that be in a summer job, a first job after graduation, or a change of careers ten years down the road. In addition, I have the responsibility to help them become more aware of who they are — the abilities God has given them, and how they fit into today's world. In addition, I believe this office should function as a clearing house of information: job openings, job interviews, salary statistics, info on Christian ministries, information on our graduates — and I could go on. The more information I have, the better I am able to serve.

One of the most effective ways we can use information gathered from an alumni survey such as this one is to learn how to meet the changing needs of our constituents.

This information can be used by our graduating seniors who desperately need a realistic view of the job market. Both potential employers and potential Taylor students are also interested in information concerning the employment activities of our alumni. An increasing number of high school students and non-traditionally aged students want to know about the experiences they may reasonably expect to gain from their education investment. Potential employers, as they try to assess an individual's skills, will also attempt to obtain an overall picture of the educational institution this potential employee has attended. The fact that our alumni have attained success in those chosen fields appears to indicate a great deal to this group.

According to our alumni survey, well over one-half of our respondents indicated that general education requirements, courses in their major, practicum experiences, and leadership opportunities have contributed at least somewhat to the skills and knowledge needed to perform their current job. Over 70% of those working full-time outside the home are employed in an occupation at least moderately related to their major while at Taylor. This is tremendous information to know! It supports our view that the general education requirements are teaching students basic, transferrable skills that are needed in the work place, and in the world, today. This information also supports the importance we place on obtaining practical experience while at Taylor, whether that be through a practicum/related work experience or a leadership position on our campus. Taylor provides a disproportionately high number of leadership opportunities, approximately 250-300. We are not only providing great opportunities for students — we are providing life-long learning experiences.

Additional information that is valuable to us concerns the problems our alumni face in obtaining their first job after graduation. Since lack of experience, tight job market in particular fields, and finding a job they want seem to be at least minor problems to over 50% of our respondents, we have begun to emphasize an awareness of and strategies to overcome those problems in our series of campus-wide workshops. Although race, sex discrimination, and finding a job in the same locality as a spouse have not been problems for a large number of our alumni, with an increasing number of women in the work force today, we believe that more of our alumni will begin to face these dilemmas in the future. We attempt to meet those potential problems directly by dealing with those topics in workshops and in classroom and residence hall programs.

Most Taylor graduates do not learn about their first job through the Career Development Office but through various other avenues, including personal contacts. This is why we have put a new emphasis on our Taylor Career Network (TCN). TCN is a voluntary association of people committed to supporting the career needs of Taylor University students and alumni. Through membership in TCN, alumni and friends of Taylor University provide practical and meaningful support in career planning for students and alumni.

TCN offers a variety of career services to alumni and students:

- The Update is a quarterly publication which describes new developments in Taylor University's Career Development Office, along with general information on career patterns and trends in the job market.
- The Employment Tickler, published along with Update, provides current descriptions of the employment needs of particular students and alumni in a geographical area.
- TCN members also have access to a telephone hotline, by which they can reach the Career Development Office to relay information

*see 'Backing her words,' page 9
Is Taylor a good place to be?

by Vance Maloney, Director of Testing

Stop to consider that Taylor University is entering its 140th year; a lot of alumni have passed through its door. This is a tremendous resource for an institution in evaluating its program. Thus, Taylor has developed, administered, and begun to interpret an alumni survey, of which some of the results are before you in this magazine (pages 5-7). In doing so, Taylor has learned a great deal from the alumni of the past ten years.

This information, combined with student placement records, student achievement scores, and student inventories, among other instruments, gives Taylor a fairly good picture of whether or not it is fulfilling its objectives as outlined in its mission statement and other documents.

Being accountable is a very important aspect of the survey. Accountability includes documenting student achievement, placement, and retention. It also includes accountability to our constituency. Thus, we are accountable to a number of groups of individuals, including students, prospective students, parents, friends, supporters, and the alumni.

We can use various sources of information to evaluate our overall program and fine-tune where necessary. This information can be used to implement changes in current programs, such as in our new general education program, now in its third year. The information additionally can be used to encourage current programs which are meeting the needs of our students.

Information obtained from the alumni survey also can be used to assess areas where additions can be made. One such area is Career Development, with its excellent program designed to meet the needs of our students entering the world of work. Those same statistics, too, can be used to give outside agencies a picture of whether or not Taylor is doing what it says it is doing. An example of this is in the alumni information being used as part of Taylor's self-study for its ten-year review by the North Central Accreditation Association. A further application is in strategic planning and marketing for the University. But perhaps most importantly to many, if not all of us here, is our need to understand the overall impression of the Taylor experience by the Taylor alumni. The question is, "Is Taylor a good place to be?"

In looking over some of the specifics, we have seen that about 73% of the Taylor alumni of the past ten years would choose Taylor University again. About 21% said that they were unsure, with only 5.4% stating that they would not choose Taylor again. These appear to be encouraging numbers, but questions remain as to why or why not individuals would or would not choose Taylor again. These are prime questions for future surveys; thus, the information gained can be used to generate new questions.

"from 'Backing her words.' page 8

on job leads and employment openings, offer suggestions, ask questions, or leave messages for individuals listed in the Employment Tickler.

* In addition, there is a computerized listing of all TCN members which can be used by students and alumni to identify persons currently working in particular career fields. TCN members may provide counsel or information to students and alumni interested in their work areas.

Presently, we have over 60 TCN members. What an exciting and tangible way to serve an ongoing need at Taylor University!

To paraphrase Disraeli, "The career development office which has the most information will have the greatest success." As with any study, there are many limitations, but I consider this study of Taylor alumni a giant step. Our students, our potential students, our alumni, and our employers will benefit from the knowledge of how Taylor has affected and still affects the lives of its students and alumni.

Another aspect apparent in this survey is that both spiritual and academic influence come from various sources. Spiritual development came from such sources as chapel and other speakers (56.4%), professors in the major (47.7%), and other students (67.3%). Likewise, academic influence came from many sources, including, once again, professors in the major (94.1%) and other students (58.0%), as well as academic advisors (37.7%). As can readily be seen, the alumni of Taylor have had impact on other alumni.

Another noteworthy highlight is the area of general education. The data would suggest that Taylor is preparing its students in a well-rounded fashion. This is crucial, considering 68.2% said that general education was important in career preparation. The influence of general education on career fields is expected to become increasingly important; experts project that 60% of the nation's employees will be working in a position in the near future that is not directly related to their college major. Thus, Taylor's continued emphasis on general education and a well-rounded liberal arts background is supported by the alumni.

Some of the strongest areas of preparation at Taylor, according to the survey, are those of writing, speaking, working independently, working cooperatively, organizing time, and practicing life-long learning among others. Some of the areas where need of growth is indicated are teaching of mathematical and computer skills, a broadened approach to academic studies, the application of a Christian world view, and the understanding and appreciation of the arts. These areas have been noted and are part of the new general education program; assessment will be carried out over the coming years.

Through data obtained from the survey, then, combined with other sources of information, Taylor is able to assess its strengths and limitations to better service its constituency. From information like that contained in the alumni survey, Taylor is better able to know which programs are effective and which are not, and, most importantly, can develop the type of university which will effectively carry us into the 21st century.
Alumni Association: Building a two-way street

Life after Taylor need not be life without Taylor.

Thanks to an extensive alumni network spanning the entire nation, graduates of Taylor University have the opportunity to stay in touch with friends from college days. At the same time, these people have the chance to make new friends — friends from their geographic area, friends with a similar background: the Taylor experience.

It is a network fostered by the Office of Alumni Relations at Taylor University; it is a network activated by over 35 Taylor

Members of the Alumni Association's National Alumni Council meet in the Braden Room of Taylor's Hodson Dining Commons during a February meeting to discuss new organizational strategy. Pictured are, left to right, Ben Fulton '84, Past President David Sorensen '71, Mark Boccell '85, President Elect Wendell True '86, and JoAnne Powell '72.

Clubs around the country: it is a network operated under the care of the National Alumni Council, a group of dedicated Taylor graduates who are concerned with alumni involvement in numerous service areas.

Home Base for the Alumni Association is the Office of Alumni Relations on the Taylor campus, operated for the past several years by Chuck Stevens and Betty Freese, and now under the additional leadership of George Glass (see page 12). According to Stevens, director of alumni relations, this office serves as a liaison between the University and its constituency: its purpose is to move the alumni and Taylor University to a closer relationship of interaction and interdependence.

This relationship goes both ways. The Office of Alumni Relations initiates and administers programs and activities that serve the alumni; it also develops ways for the alumni to serve Taylor. "We give alumni multiple ways to respond and become involved," Stevens said. "We have a multitude of opportunities available. There is some facet of our organization in which a special skill, an interest, an ability can be used. It's only up to one's imagination."

The Alumni Association, too, is open to nearly all former Taylor students; any person accumulating 25 or more credit hours at Taylor is considered an alumnus of the University. And there are no special obligations in joining or participating in the Alumni Association. "At some schools, you have to pay dues to belong to the alumni association," Stevens said. "Not at Taylor. We welcome all former students."

Taylor University, entering its 140th year of existence, now has about 14,500 alumni on record.

Stevens said the easiest way to become involved in the Alumni Association is to get in contact with an alumni club. Taylor Clubs are dotted across the nation, from San Diego to Washington, D.C., from Dallas to Minneapolis/St. Paul. While most state schools feel fortunate to have a 1% turnout at any alumni club meeting, Stevens said Taylor Clubs normally pull anywhere from 10-20% of the alumni in the area.

These Taylor Clubs are comprised of alumni, parents and friends in a concentrated geographical area. The Clubs are directed by local leadership and motivated by a common interest in Taylor University. They provide opportunities for fellowship, interaction centered in Christ, and serve to inform and update the Taylor constituency on progress being made on campus. Additionally, Taylor Clubs provide the alumni with educational and enrichment activities. In essence, Taylor University is brought directly to the Club.

The Clubs also may benefit Taylor University by supplementing the recruitment effort for new students, stimulating purposeful financial support of the institution through numerous avenues, and enlarging Taylor's base of involved volunteers. The Clubs become a part of the liaison by creating a network of caring people to address individual needs.

This network, then, is governed by the National Alumni Council (NAC). The NAC is composed of 15 alumni members who meet regularly on the Taylor campus to discuss policy and organization of the Alumni Association and to select members of the Association for special awards, among other duties. The members serve at their own expense; some come to Taylor from as far away as California. "These people don't do it for recognition," said Bob Larsen, NAC president. "They do it out of a love for Taylor."

Home for a present member of the NAC may be anywhere from San Marino, California, to Haddonfield, New Jersey, or St. Cloud, Florida, to Zeeland, Michigan. And the ages of the members vary as much as the part of the country from which they come; one member will celebrate his 33rd Homecoming this fall, while another member is from last year’s graduating class.

Service can go both directions

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The NAC views this diversity as extremely beneficial.

“One of the things happening, especially with this year, is the mix of backgrounds,” Larsen said. “We have a lot of good, thinking people who provide a lot of input. And from all groups: not just recent graduates, but from people 30-40 years past graduation. It’s amazing the insights we’ve picked up.”

Stevens agrees that the broad scope of backgrounds, ages, and home areas is very helpful to the workings of the Alumni Association. "Given the diverse group that is representing the larger Alumni Association, they can give us an objective response to any of our questions, from a committed perspective," he said. "These people, then, are committed, dedicated alumni representing our institution. In my estimation, they're invaluable."

A primary aim of the NAC is to develop the Alumni Association into a service group; three targets already have been chosen: alumni giving, admissions, and career development. Members of the Alumni Association can make a difference in alumni giving in other ways than simply forwarding money to Taylor University; they may host dinners for prospective donors, open homes for meetings, or simply talk to potential donors, among other possibilities.

Aid to Taylor’s Admissions area may be supplied in similar ways — through opening homes to prospective students or school guidance counselors, providing lodging for travelling admissions coordinators, following up on prospective students with a personal phone call, or referring names of potential students. Assistance may be provided to Taylor University’s Career Development Office by keeping it aware of full-time employment opportunities for seniors and alumni or practicums/internships for juniors or sophomores, by being available to talk to a student by phone or in person regarding his career path or possible employment opportunities in the geographic area, or by making a short 5-10 minute videotape presentation during a visit to Taylor regarding the skills needed, career paths, and future trends in an occupation.

An organization with a purpose — ten of ’em

1. Provide fellowship, interaction, and inspiration
2. Bring an update on campus progress
3. Complement new student recruitment
4. Stimulate purposeful financial support
5. Enlarge Taylor’s base of volunteers
6. Provide a continuing education experience
7. Serve alumni, parents, and friends
8. Assist alumni director in communication
9. Identify national alumni leaders
10. Contribute to a network of caring people

— That’s all impressive, and it’s all pie-in-the-sky,” Larsen said. “The reality is that some of our members are participating in it, and some are not. But these are the types of things we envision in being a support group — ‘What can we do for Taylor?’ ”

“We can’t do all things for all people,” Wendell True, NAC president-elect, said. “What we need to do is focus on areas where something specific can be done and build our credibility. I feel really positive about where we are now; I think we have something good started, and I think we can get some things done.

“All of a sudden there are specific things alumni can be doing. With having the Taylor experience and becoming involved, they’re going to be able to have input.”

Other creative ideas are sprouting in the minds of the NAC members: some have already been implemented, such as extending the term of office from four to five years and so provide more stability in leadership, and expanding the number of members from 15 to 20 and so better cover the Alumni Association’s constituency. Other ideas, such as designing a special orientation meeting for first-year NAC members and creating a group of past NAC members as an advisory council, are still in the works.

Meanwhile, members of the NAC, staff of the Office of Alumni Relations, leaders of Taylor Clubs, and members of those clubs are all working hard to keep the Taylor experience alive. “The only things changed here on campus are the names and the faces,” Larsen said. “Taylor’s spirit is still here, and still the same.” That spirit can be shared through Taylor Clubs, regardless of the number of years or amount of miles between an alumni and his personal experience at Taylor University.

NAC members provide direction

<table>
<thead>
<tr>
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<tbody>
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Spring 1986
George Glass: Running a new race

Posters of Wilma Rudolph, Jesse Owens, Eric Heiden, and other successful Olympic athletes cover one wall of the office, perhaps reminders of the payoff for desire, dedication, and determination.

Success adorns the other three office walls, as well: pictures of teams and individual athletes, plaques from the NAIA, NCCAA, and the 1984 Olympics, certificates designating some sort of achievement or other. And what little wall space remains belongs to mementoes of the past 26 years, each a story, each a little bit of history from the coaching career of George Glass. And there are other memories sleeping on the desk, table, and shelves in the office, waiting to be awakened from their slumber and added to the numerous other items already on display.

Maybe it's a good thing Glass is ending his long coaching career. There is no more room in his office for any additional awards and mementoes.

"I don't know what I'm going to do with this stuff," Glass said, just three weeks before moving out of the athletic director's office. His eyes pick out a plaque, hold onto it just long enough to recall a moment of the past, then move to another reward in his life. "They're all memories. Each one has a time and a place, and believe it or not, I've got several boxes that I haven't even put up. But none of it really means anything to anybody but me."

Don't accuse Glass of living in the past, either; memories are all good and fine, but there are more important obligations waiting at the starting line. "I don't think you can live on what you've done," Glass said. "You've got to look ahead.

"I've got super memories. It's not that I'm ungrateful and unappreciative, but I can't dwell on what I've done. Let's talk about what we want to do, what we want to accomplish in the future."

That future is still at Taylor University, except that for the first time in over three decades, athletics is not a part of it. Glass resigned as athletic director and coach of the cross country team to tackle a new challenge — heading up the alumni and institutional relations area of the advancement department. He began duties last month as associate vice president for alumni and institutional relations, packing his 26 years of memories and hauling them out of the gym and over to the administration building.

Most coaches cash in their careers for one of two reasons: either they are unsuccessful, or they are burned out. Glass is neither. His cross country team qualified for the NAIA Nationals in November, and the enthusiasm was as fresh last fall as it was during the countless other trips Glass and his runners have made to Kenosha, Wisconsin.

"I'm thankful to sit here and be able to say it's not because I don't like it anymore, or I don't know how to do it," Glass said. "There's still excitement there. But if God has another opportunity for me to serve at Taylor, and the Taylor higher-ups feel that way, then that's where I want to be."

Although Glass had assisted with recent Taylor Club meetings, it wasn't his idea to make the switch. Chip Jaggers, named vice president for advancement last fall, was in the midst of restructuring the department; he approached Glass, with the approval of President Jay Kesler and Provost Daryl Yost, about the new role; Glass mulled it over and accepted.

Glass lists several reasons for making the change, a couple of which sound unfairly self-critical. "This may sound egotistical, but I think I've gone as far as I can go in..."

George Glass trades in his Nikes

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trying to accomplish things administratively in the athletic department," he said. "I didn't say in coaching; I said in the administrative part of it at Taylor. And that doesn't mean that everything has been accomplished - the regrets that I leave with are the things that I see undone, the things that I didn't get accomplished."

Family figured into the decision, as well. Glass and his wife Jan have three children; two daughters are grown and graduated, while a son graduates this spring and has been accepted in med school at Indiana University. "Jan realizes all of a sudden that she's a coach's widow," Glass said. "She's been that all her married life, practically, but I think since the children have left home, it makes it more evident. And I miss her. I miss her especially when I realize she's home alone."

"I think maybe in fairness to our relationship, and in fairness to her, it was time to look away from coaching."

Two pictures that hung side-by-side in the athletic director's office indicate just how much dedication Glass has put into Taylor's athletic program: one picture, taken in the mid-70's, is of Steve Officer, decked out in a tight, nylon-mesh singlet, nylon running shorts, and spikes, hurling his body through mid-air in the long jump; the second picture, from Glass's first year at Taylor, freezes Phil Hibredtse and Fred Stockinger in mid-stride, both men wearing baggy, cotton sweatshirts, cotton shorts, and tennis shoes. The year that latter picture was taken, 1960, was also the year in which Glass made a pledge that constitutes his final reason for the change.

"When I came to Taylor, and a president by the name of B. Joseph Martin hired me, I can remember sitting in his office and praying how much I wanted God to come and use Jan and me," Glass recalled. "I prayed that, and he prayed that. And he reminded me that when he was hiring me, he wasn't hiring me for a year, but for life. Somehow, that really made an impression on me. I didn't think about being here all my life; I just took it a year at a time. But already it's developed into a good hunk of my life."

"I wanted God to use me, to put me in a position where I could be fruitful and be in his service. And I don't remember praying that day that it would be specifically in the field of athletics. I wanted to be used by the students of Taylor. And that prayer hasn't changed; that's always been my concern."

Being used by God wasn't a concern when Glass arrived at Taylor in 1954 as a freshman interested only in playing basketball. But it was during that freshman year that he was led to Christ. "Coming in here without any big expectations of Taylor, and then seeing my life changed so much, set this place on a pinnacle for me," Glass said. "And that hasn't changed. I still see...being changed at Taylor - sure, by the way students are taught, by the faculty and coaches, by the people who lead them, and the rest of it - but I see God changing lives here, too."

"And I still don't see our mission changing. We're an educational institution, trying to do our thing the best way we know how, in an absolutely Christian setting. And if I go back and look at it all those years ago, I don't see it being any different today than it was then. Not a bit."

During those thirty-some years, Glass has touched a lot of lives at Taylor himself. And it is that contact that he thrives on, even today. "The things I've learned from coaching are really rewards that I've been given," he said. "I think a lot of people look at athletic rewards as being the championship trophy or plaque you win, the first-place ribbon. I guess the rewards for me are not those things, even though I'm probably as greedy and egotistical as anyone, and I won't turn those rewards down. But, really, those aren't the things that are exciting for me. The rewards come from the young men I've coached, seeing their lives change, seeing them mature, seeing them accomplish something."

Despite the countless awards, trophies, plaques, and other assorted hardware that Glass has directly or indirectly accumulated over the past 26 years, accomplishment and success aren't always the end result of dedicated effort. "Probably the most heartbreak comes from seeing someone who doesn't succeed, to see someone work and try and put everything into it, and not succeed, not reach the goal," Glass said. "That's disappointing, and I can remember those cases."

"I want to see success; I want to see people succeed. That's probably why I'm excited about the new job, too - I want to see success."

Glass realizes that his competitive nature may have to be tempered somewhat in his new position. "I keep reminding myself I'm not going to see any sudden results," he said. "I guess I'm conscious of that because of the athletic background, where we are tested every week in a meet or contest to see how we're doing. I'll be tested in this job many times, but no one is going to read the exam immediately."

"I'm looking at this job over the long haul, as results to be seen by Taylor and Taylor people long after I'm gone."

Although Glass is hardly out of the starting blocks, he has a race strategy that he believes can't be beat. And it all goes back to those mementoes adorning the office walls. "I don't need to win the alumni over, as head of the department," Glass said. "All I need to do is rekindle existing thoughts, and we're talking about the vast majority of students who had a wonderful experience here at Taylor University. I don't need to change anything; I don't need to go out and give them new experiences. One of the most precious things God gives us is a memory, and the interesting thing about memories is that most of us want to remember the good things, the positive."

"If that's true, then I have a natural going because everybody I've talked to had a good experience here. So I don't need to win them over; all I have to do is rekindle that spark of positive experiences they had at Taylor."

Based on his past success, perhaps Glass should keep those athletic mementoes boxed for awhile. Odds are that, sometime soon, reminders of accomplishments as chief of alumni and institutional relations will be covering the walls of his office.
Marketing Taylor University: ‘Spirit-led, research-based strategy’

Dale Sloat, left, listens to Taylor’s marketing consultant, W.F. Walker Johanson, as he discusses strategy in a recent meeting at Taylor University.

Place, Price, Product, and Presentation—these are the bases for any marketing formula.

Taylor University has the place: a beautiful, rolling campus, excellent facilities, wonderful academic, student development and ministries programs, dedicated faculty and staff serving Christ through their work.

Taylor University has the price: tuition, room and board, and fees competitive with other top-quality Christian colleges in the nation, as well as other highly-rated academic institutions in the United States that do not have the spiritual atmosphere prevalent on Taylor’s campus.

Taylor University has the product: an education that has over 10,000 alumni leading challenging, productive lives in service to the Lord Jesus Christ around the world, whether it be in missions, education, business, or other occupation.

Taylor University must present its place, price and product; it must communicate those qualities which have made it an outstanding Christian academic institution for 140 years.

This, then, is the thought behind the marketing study now being conducted by Taylor University. An audit has been completed; research is now being conducted. The results should be available by the end of the summer—results which will assist Taylor in establishing its position as a leader in Christian higher education.

The reason is clear: people in today’s world want to know what they will receive for their dollars. College is an investment in the future, and Taylor must communicate, clearly, that it fully realizes its accountability to its students, its future students, its alumni, the rest of the world, and God.

“Our society is a consumer-oriented and consumer-educated environment in that we have the ability to intelligently consider what and where to invest,” said Dr. Daryl R. Yost, provost/executive vice president. “We have to realize that going to Taylor is an investment, regardless of how we at Taylor want to look at it.”

Taylor’s thought behind the communication of this investment through implementation of a marketing strategy can be easily construed. While Taylor must continue to trust in the Lord for guidance, the institution must also be accountable to its constituency. This leads to what Dale Sloat, director of marketing, likes to call “Spirit-led, research-based strategy.”

Carving a niche in God’s world

Walker Johanson, left, discusses the structure of the information gathering vehicle to be used in the marketing survey with Dr. Chip Jagers, vice president for advancement.
"It's not that we're throwing our spiritual heritage out the window and going only by the statistics," Sloat explained. "But being Spirit-led means using our minds, using our logic, using the tools at our disposal to better serve Him.

"The whole area focuses on accountability. There are only a certain amount of resources available, and to be accountable, we must use those resources in the most significant and beneficial way."

To do that, a marketing plan needs to be devised for positioning Taylor University in the world of Christian higher education. In the spring of 1984, the Board of Trustees raised questions during its meeting about the effectiveness of the University in marketing itself. The President’s Office was directed to begin work on a marketing plan.

"The impetus for the marketing plan was primarily motivated by those Board members who have come out of a marketing background in their line of work, where marketing was necessary for success in their company," Yost said.

The issue of a marketing study was initially addressed on campus in the summer of 1985. Sloat and Tom Beers, associate vice president for university advancement, began working in cooperation with Yost; the trio established a formal relationship with W.F. Walker Johanson, executive director of The National Institute for Organizational Research and Problem-Solving. Based in Ann Arbor, Michigan, this institute provides strategic marketing services for colleges and universities, business and industry, and non-profit organizations.

Taylor University found Johanson through a reference from Goshen College; Goshen, in turn, had gained Johanson’s services through a reference from Fort Wayne Bible College. "We’ve done a lot of work with evangelical schools," Johanson, 40, said, "and secular schools, as well."

The initial plan of action was to perform a marketing audit of admissions. A marketing audit is not unlike a financial audit in that we were checking the books, evaluating and assessing the strategy and organization of the admissions department," Johanson explained. "This was done so that Taylor would have an outside expert’s view in preparation for developing a marketing plan."

"Those results had much to do with management," Sloat said, "because the thought is that if your management is not in order, a marketing plan is of little use."

"What it really indicated was before developing a meaningful marketing plan, we needed to understand more about the University," Johanson said. "We are doing this because we want to maintain high academic quality in a declining pool of high school students."

Although the final recommendations will not be known until late June or early July, the audit did provide some interesting information. "Some other significant observations were made in the audit, which may or may not be reinforced in the final data," Yost said. It was discovered, among other things, that the Institution was fragmented; too many different areas were "doing their own thing," Yost said. The result was an ineffective shotgun blast instead of a rifle bullet of communication. "There have been a variety of messages going out of here, but none of them profound.

"Out of that audit came the realization that Taylor didn't have everything in place and integrated throughout the Institution," Yost added. "We are possibly trying to satisfy more audiences or constituencies than maybe we have the ability to service adequately. That's not a negative; it's just something we need to recognize."

The nice part about the marketing audit was all of the positive information about Taylor University that surfaced — information that had remained submerged, perhaps, because the faculty and staff are so immersed in the bountiful quantity of high-quality programs operated on campus. Among these positive areas cited in the audit were Taylor’s strong academic program, strong placement record after graduation, and high percentage of retention for all four years of college.

"There are so many things that are great about this Institution," Yost said. "We effectively and systematically need to market those qualities to publics that would be interested in them."

"There are so many great things about this Institution. We effectively and systematically need to market those qualities to publics that would be interested in them." — Daryl Yost

"We're going to do some rather detailed research with these groups," Johanson said. "With our alumni, we want to find out what was most important to them at Taylor: in-class or out-of-class time; the academic or the spiritual relationships. We want to find out if they have become as successful as they thought they would be, and whether they feel any increase or decrease in their expected success that can be linked to Taylor."

Johanson is responsible for developing the instruments needed in research and for supervising the survey. Research should be completed by June 1, and the findings and results will be presented to the President's Office.

"At that time, it's in the hands of the administration," Sloat said. "They can either accept or reject the recommendations."

"We'll spell out our recommendations for strategies that we feel Taylor should implement," Johanson said. "Many of these may be fine-tuning of things we are already doing, but there may be other things, as well."

"Fifty to sixty percent of the information will probably be no surprise," Sloat said. "But I think our research will turn up new information about our alumni and church denominations that will be valuable.

This kind of research has never been done so systematically or focused so highly. It hasn't been done here before, but then what college has been doing it up until recently?"

Positioning is the result being sought through the marketing research. Four primary areas, Sloat said, will be affected by the marketing plan: the overall academic program; administration and management; graphic identity of the University (such as logos and emblems); theme.

"We will come up with a more unified position on the marketplace," Sloat said. "I think that's the whole emphasis of the marketing plan — that we have a more unified approach to addressing the needs of certain areas."

With this positioning and unity, Taylor University will be able to better present its qualities to the marketplace — Christian qualities that allow Taylor University to better serve its constituency and its God.
Taylor Basketball:
Kansas City is nice,

Sophomore center Steve Fortenberry knocked in seven points while gathering two rebounds, a steal, and blocking a shot during an early second-half run against College of Charleston. The spree gave Taylor its last lead at 39-37 before the Trojans eventually lost 57-47 in the first round of the NAIA National Tournament.

Most NAIA basketball coaches would do just about anything to advance their team to the post-season national tournament. If once — just once — they could get their team through district playoffs and on to Kansas City in March, their life would be complete.

Then there are other NAIA coaches, like Taylor's Paul Patterson, who have advanced their teams to nationals. But they don't feel total satisfaction — at least, not yet. The trip to K.C. only increases the hunger to achieve more in the future.

Taylor's Trojans made the trip to Kansas City after winning the District 21 title for the second time in three years. Unfortunately, Taylor was struck by the same fate suffered at the 1984 National Championship — the Trojans were cut down in the first round of play.

While most Taylor fans were celebrating the district title and berth in nationals, Patterson was concerning himself with future achievements. "I hope this is not looked on as reaching the peak of the mountain," he said, discussing the basketball program in his office. One week earlier he and his team had been on the floor of Kemper Arena, Kansas City, playing in first round action of the NAIA National Championship.

"There's so much more we can do," Patterson continued. "I guess I'm at a point where I feel so strongly about the success of our program that I don't want to let go. I don't want to see us settle for mediocrity.

"There's a limit to how high you can go; I understand that. But we're not there yet. We're close to being a consistent power in the NAIA, at least in the State of Indiana."

Evidence is in the fact that Taylor had beaten two teams that qualified for the national tournament during the regular season — one of them eventual National Champion David Lipscomb. And the Trojans beat the Bison on their Nashville, Tennessee, home court.

"David Lipscomb is well coached," Patterson said. "They are all that a national champion should be: quality kids, a quality program, a quality institution.

"I'm happy for them and proud of our guys, because I doubt that any Taylor team has ever beaten a national champion before. That's a tribute to our teamwork as much as anything."

"There's a limit to how high you can go; I understand that. But we're not there yet."

Besides the National title, David Lipscomb does have one thing Taylor University does not: basketball scholarships — 13 in all. Special aid to athletes is not limited to just a few schools, either; added "help" is prevalent throughout District 21. "Financial aid is getting to be a crucial thing," Patterson said. "It's getting to be crucial because of the Purdue-Calumets, the IUPUs, the Tri-States, and the financial aid being handed out to their athletes.

"Let's face it. We're not competing at their level."

Patterson isn't interested in attracting any and every basketball player to Taylor's campus. But there are good, Christian kids around who want to receive a solid education in college — not just play ball. "The other side of that is that we don't have to attract everybody," Patterson said. "There are a lot of achievers out there who want to live their life for the Lord at Taylor, if we can find a way to allow them that chance.

"I believe Taylor University has the best product around, with its spiritual atmosphere and academic climate. And I would like to think the basketball program fits right into that. Nobody comes to Taylor and goes away not liking it."

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1985-86 men's basketball statistics

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<thead>
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<th>Name</th>
<th>Field Goals-%</th>
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but not the peak of the mountain

Injuries plague women's team

Injuries took their toll on the Taylor women's basketball team just when the squad appeared headed toward some victories.

After losing three of its first four games, the team captured three of the next four to even its mark at 4-4. Injuries came along in January, though, taking the steam out of the strong defense that was just then developing.

By the end of the season, the Taylor women had seen their record slip to 7-16 and did not qualify for post-season play in either the District 21 championships or the NCCAA tournament.

"In some ways, our season was disappointing in the fact we had some crucial injuries the last part of January," Coach Diana Jones said, "and we never quite fully recovered from them. Yet, as I reflect over the season, I can see many positive results.

"We were a much improved team over last year, especially in our defensive play. We also improved in the area of rebounding, which was significant because of our lack of height."

The women's team will be without Coach Jones' services next year. She has resigned to give full-time effort to her doctoral studies.

In the meantime, Patterson builds his success around teamwork. Each player fills a role that makes the most of his strengths while covering any weaknesses. The result is a disciplined offense, a scrappy defense, and, more often than not, victory. "If there were an easier way to win, I'd do it," Patterson said. "If we could dominate with our talent, we'd do it. But we do not have the talent to do that right now.

"For us to compete, we have to be smart and play hard. There's not much margin for error."

In finding an "easier way to win," Patterson is looking down two roads. One road ends at the size 17 shoes of a dominant 6-9, 6-10 player to build around; the other stops in the midst of a half-dozen 6-5, 6-6 players to provide front-line depth. "If you get one big guy, you're fortunate to have that one, because most teams don't," Patterson said.

"We need big kids. We have got to be able to bang more inside. We can't have our kids holding back so they don't foul out of the game."

As part of the vicious circle, Patterson believes the only way to draw big, talented kids is through removing the financial aid fear some prospects see at Taylor. Right now, the monetary lure of other colleges is too tempting; players recruited by Taylor often turn to colleges where fewer bucks are needed.

Patterson believes two areas need to be improved upon next year: shooting percentage and rebounding. The solution goes back to Patterson's quest during this off-season, big kids to push the ball inside or tap in offensive rebounds. "The way to shoot a good percentage is to shoot inside shots, or get second shots off of offensive rebounds," Patterson said. "I don't think we were really able to establish a strong inside game, and that's got to be a priority next year.

"That's not a reflection on the kids we have now. But we need to have more kids like we have now. We need kids with more bulk who can go inside, establish position, and maintain it."

"For us to compete, we have to be smart and play hard. There's not much margin for error."

Taylor finished the regular season 23-6, earning top seed in the District 21 playoffs and thus the homecourt advantage. Despite trailing much of the game, Taylor beat IU-Southeast 60-54 in the opening round. The game was true in the second round; the Trojans trailed Tri-State 26-14 at half and by as much as 14 points in the second half, only to win 42-40 on two Tom Granitz free throws with one second remaining. It was Taylor's only lead of the contest.

Despite $2 ticket cost per student imposed by the NAIA, and $4 for adult, the

The raft attention of freshman guard Jim Bushur is on his College of Charleston, S.C., opponent during first round play at the NAIA Nationals in Kansas City. Bushur became a starter midway through the season and finished as Taylor's third-leading scorer for the year.

Don Odle Gymnasium was packed for the championship game with Purdue-Calumet, a team which had beaten the Trojans twice during the regular season. Patterson was overwhelmed by the enthusiasm on the part of the Taylor fans; most were on their feet, cheering for the Trojans, for the majority of the game. Taylor won a see-saw battle with the Lakers that saw 14 ties and 13 lead changes, 70-69.

That victory earned Taylor its second trip in three years to the NAIA National Tournament.

"I've only been here seven years, but I've never seen anything like that championship game," Patterson said. "We've got to start asking ourselves, Do we want to see that type of enthusiasm happen more often? If so, we have to remain competitive with other schools."
Jenkinson appointed President of NAIA Executive Committee

Roger Jenkinson, professor of geography and history, has been appointed President of the National Association of Intercollegiate Athletics’ Executive Committee, effective August 1.

The Executive Committee is presently the governing body of the National Association of Intercollegiate Athletics (NAIA). The committee is composed of 10 members, each member serving a 10-year term of office. A new member is elected each year by representatives of the NAIA colleges and universities, unless death or resignation creates more than the single opening. In such a case, a necessary number of members would be elected to round out the 10-person committee.

Members of the Executive Committee move through four years of general service, then pass through four yearly stages of vice presidency before the appointment to the presidency of the entire committee and organization, upon approval of the Executive Committee. In the tenth year of membership, the person serves as past-president.

Jenkinson, 47, was elected to the Executive Committee in 1980, and so should be in a vice presidential stage of service. However, because of resignation, he is presently serving as first vice president, and thus becomes president for 1986-87.

"As President, I am concerned with literally running the organization, seeing that everything is taken care of," Jenkinson said. Running the organization includes managing 23 national championship tournaments and clearing certification for the over 118,000 athletes and 12,000 coaches participating in NAIA competition during the year across the nation. Fortunately, there are a lot of staff people who take care of those things," Jenkinson said, noting that the NAIA has 18 standing committees. "I have to oversee their work."

In addition to appointing Jenkinson to the presidency for the coming year, the Executive Committee made another move that may either make his job somewhat easier or perhaps more difficult. A President’s Council, composed of elected presidents from among the over 500 colleges and universities which comprise the NAIA, was designed to provide more academic strength in policy-making. Each of the 32 NAIA districts is represented by one president on the council.

"It should make my job a lot easier," Jenkinson said. "The President’s Council will be responsible for establishing the parameters of the budget and coordinating the national staff."

Charles Morris, associate executive director of the NAIA, believes the President’s Council, although extremely beneficial, may add another burden to the Executive Committee’s load. "The Executive Committee’s primary duty is in the organization and operation of the national championships." Morris said from his NAIA office in Kansas City. "With the formation of the President’s Council, the Executive Committee will now be responsible for executing the policy of the council of presidents in addition to its own policy-making functions."

The Executive Committee’s members are primarily coaches and athletic directors; Jenkinson is neither, and has never coached on the college level. "This is something special for Taylor University and the State of Indiana," said Dr. Daryl R. Yost, provost/executive vice president. "It is quite outstanding that Roger be chosen as president of the NAIA, having not been a coach or athletic director."

Jenkinson’s link to the NAIA began in 1966 when he was asked by Taylor’s George Glass to serve as chairman of the District 21 Eligibility Committee. He was then appointed to the NAIA National Eligibility Committee in 1970 before being elected to the Executive Committee in 1980.

Although never a college coach, Jenkinson was a standout basketball player while attending Taylor from 1956-60. He also played two years of baseball and one year of golf for the Trojans and is a member of the Taylor University Athletic Hall of Fame. Jenkinson was chosen for three international basketball teams, but played on only two Venture for Victory teams. His third team was to play in the 1959 World University games in Turin, Italy, but the contests were called off by Kruschev and Eisenhower because of political unrest.

Jenkinson earned a B.S. degree at Taylor University, then received his M.A. at Ball State University in Muncie, Indiana. He has an Ed.D. from Oklahoma State University, and joined the Taylor University faculty in 1965.

At the NAIA meeting in Kansas City, Taylor professor Roger Jenkinson, right, received a plaque in commemoration of his being named President of the organization’s Executive Committee, effective August 1. Making the presentation was David Olson, Pacific Lutheran College, Tacoma, Washington, the current President.
Church grants permit investment

Taylor University has developed a no-lose situation with the adoption of its new Church Matching Grant Program.

Benefits abound — for the student, for his church, and for Taylor University. It's a program based upon sharing resources, investing in the future, and caring for the individual student and his career.

The Church Matching Grant Program works like this. A participating church may donate funds for any full-time student; up to $750 may be donated to a student demonstrating financial need, $500 to all others. Taylor University will match the church’s donation 100% if it is awarded to a student with financial need, 50% if it is for a student without financial need.

What that means is that a student with financial need for the 1986-87 school year may receive up to $1,500 — roughly 24% of tuition. Even a student without financial need may receive up to 12% of tuition, or $750. "And there's not any interest on the church grant," said Ron Keller, director of church relations. "For a student with need, they're simply replacing a loan that they would have to pay back, with interest compounded, with a non-repayable grant."

Most importantly, the program demonstrates an awareness of how vital it is that the church can be in college education. "What we've done is to involve the church in education," Keller said. "We've linked it directly to higher education. The church is continuing its investment in the life of a young person; it will want to see a return on that investment, and we're convinced you get that return at a Christian college. We're suggesting that the church not lose what it has already invested so much in.

"There's a value to the church. It's supporting higher education, plus it's getting a return on its invested dollars."

The student and his church are not the only winners in the Church Matching Grant Program. Taylor University, while giving away dollars, is expecting the program to aid in recruitment and retention — again, because the student has benefited financially.

"Recruitment and retention implications are significant," Keller said. "From a retention standpoint, you will always have increasing dollars, and if you can counter those other things with a grant for 24% of tuition, you not only have taken care of the increase, but you have assisted beyond the increase."

The amount of the church's donation may be used to offset any unmet need of the student, while the institutional match will be used first to replace or reduce any self-help funds the student has been awarded.

There is no limit to the number of students a church may sponsor.

To qualify, a student must be enrolled full-time at Taylor, must attend a church which participates in the program, must not be a relative of the donors, and must submit a Financial Aid Application indicating that he is applying for a Church Matching Grant. The pastor of the participating church should submit names of recipients to the Director of Financial Aid, indicating the amount each is to receive from the church. For the coming school year, this should be done by August 1; in future years, the deadline will be April 1.

If interested in applying, or if questions need to be answered, please contact the Financial Aid Office, Taylor University (317) 998-5358.

Taylor joins nursing program

Students wishing to pursue a career in nursing no longer must look away from Taylor University for their education. As of this spring, Taylor has entered into an affiliation with the Goshen College Division of Nursing which will allow students to attend Taylor University for two years before entering more specific studies at Goshen College.

Students intent on earning a B.S. in Nursing would spend their freshman and sophomore years at Taylor under a guided curriculum. Included would be general education and liberal arts classes as well as lower level biology, chemistry, psychology and social work classes.

The summer between the two years at Taylor and the final two years at Goshen would be spent in preliminary nursing classes at Goshen College. The Taylor student would then be officially admitted to the Nursing Program at Goshen, taking specific courses in nursing and biology, primarily, during those final two years before earning the B.S. degree in nursing.

There are several guidelines which must be followed by the student in the understanding between the two universities. Application to Goshen College and its Division of Nursing must be made during the spring semester of the freshman year at Taylor. To be accepted by the Division of Nursing, the student must submit two personal references, one from a nurse, the other from Taylor University, giving evidence of physical, emotional, and personal characteristics essential for the study of professional nursing education.

Additionally, the student must have a cumulative grade point average of 2.0 or above on Taylor's four-point scale with a grade of C or above in all supporting social and natural science course equivalents at Taylor. Also, a statement of good health from a personal physician or the student health service at Taylor must accompany the application for admission to the Division of Nursing.

Rev. Wesley E. Robinson, left, and wife Eula recently donated the Bible of George Bernard to Dwight Mikkelson, right, director of Taylor's archives. Robinson is a United Methodist Church pastor in Louisville; the Bible of George Bernard, who wrote "The Old Rugged Cross," will be on display in the archives section of the Zondervan Library.
Conferences

High school students learn about knowledge

Thirty-three high school students were hosted by Taylor University February 20-22 at the institution's first annual President's Honors Conference, sponsored by the Honors Program in conjunction with the President's Office.

Designed for students intelligent in problem solving or creative in the arts who feel comfortable in open-ended situations, the President's Honors Conference combined educational experiences with enjoyable activities. The primary objective was to consider, have fun with, and gain new insight into the following questions: What is knowledge? How do we acquire it? What are the roles of reason, experience and imagination? How do we use knowledge creatively to solve problems? How do we use creative problem solving skills to acquire knowledge?

During their stay on campus, the participants were involved in activities as complex as laboratory experiments and computer exercises to carrying around a brick to develop uses for the object. Group discussions in problem solving were led by Dr. Edwin (Dick) Squiers; participants studied creativity, design and realization, the dynamics of problem solving, then were presented with a problem which involved group interaction, decision making and presentation.

Hands-on laboratory experiences were provided in three areas: social sciences, which used computer simulation to place students in the role of decision maker; theatre arts, in which students were guided through situational improvisations and creative dramas designed to explore ways of knowing through experience; natural sciences, which used a laboratory project in introducing students to a scientific method of knowledge through experimentation.

The entire group was also introduced to a section designed to stimulate thinking. Called "Ways of Knowing," students pursued two questions: What does it mean to know? How can I know? Taylor professors Win Corduan, Phil Loy and Dan Yutzy later held a panel discussion on Ways of Knowing.

The project was under the direction of Dr. David Neuhouser. Also involved were Dr. Lee Erickson (social sciences), Dr. Ollie Hubbard (theatre arts), and Dr. Dan Hammond (natural sciences).

'Just for You' provides inspiring day for women

An inspirational and relaxing day, one designed for women only, was hosted by Taylor University on March 22.

Entitled "Just for You," this special women's day at Taylor included special speakers, workshops, a delicious salad buffet, and a time of fellowship with over 150 area women of all denominations. The women's day, the first ever held at Taylor, was sponsored by the Office of Continuing Education under the direction of Bonnie Slot.

Numerous workshops were held throughout the day, including special sessions on Time Management and Priorities, Self-Image, Parenting: Your Children and Your Parents, and Family Finances. Other topics considered were "I'm Hurting, Lord," and Fit for Living.

Ginny Walsman, a native of Indiana and the wife of an Indianapolis businessman, was the special guest speaker at "Just for You." The mother of five children, Mrs. Walsman is active in school, community and church. She is a frequent speaker for Christian Women's Clubs and women's retreats; she shared "her story" with the women at "Just for You."

Ruth and Dennis Gibson, directors of Wheaton Counseling Associates, led a week-long seminar for the Taylor community entitled "Marriage, Family, and Singleness."

Biblical truth should serve as basis of relationships

A special week for everybody was provided by Student Ministries. Entitled "Marriage, Family & Singleness Week," this seven-message session dealt with the management of some of God's very best gifts: human friendship, intimacy, and sexuality.

"We need a good, steady diet of Biblical truth relating to marriage, family and singleness," Bob Griffin, campus pastor, said. "That is why this special week was organized with Dennis and Ruth Gibson."

The Gibsons are directors of Wheaton Counseling Associates. Dennis Gibson, a registered psychologist, counsels individuals, married couples and families. The author of the book Live, Grow and Be Free, he has a Ph.D. in psychology from the University of Minnesota. His wife Ruth is a former teacher and the author of the book Chipped Dishes, Zippers and Prayer.

A sought-after couple to speak to single adults, P.T.A.S, and at camps and retreats, the Gibsons also offer a special service to corporations which deals with handling stress on the job, in the family, and in relocating. They use a combination of scripture, psychology and practical experience in their approach to counseling. "We think God has given us eyes to see some special truths," Dennis Gibson stated, "and we stand ready to travel from sea to shining sea to tell them."

Topics covered many aspects of family life and singleness, all based upon Biblical truth. Establishing a loving relationship with all family members was the basis of such subjects as "Renewing Our Minds," "Salting the Earth," and "Great Expectations," while personal growth was more at stake in topics such as "Putting Away Childish Things," "Love Thinks No Evil," and "Catch 'Em Being Good."

In addition to regular chapel services and evening services in the Hermanson Music Center Recital Hall, the Gibsons were available for personal counseling and for small group meetings throughout the week.
Appointments

Romine replaces Glass, named athletic director

Joe Romine was appointed Taylor University Athletic Director, replacing George Glass, who was named associate vice president for alumni and institutional relations.

Romine’s appointment came late in February, one week after Glass agreed to move from his 26-year position in athletics at Taylor into the university advancement department. Both appointments became effective March 31.

As an assistant athletic director to Glass for the past five years, Romine has had the opportunity to accumulate knowledge and gain experience pertinent to Taylor’s athletic program. “George has allowed me a lot of different experiences over the years,” Romine said. “I’m excited now about being in charge of the athletic program and carrying on the great tradition in Taylor University athletics that George has established over the years as athletic director.

“I’ve been a part of the mechanism for five years now, and athletic administration is my interest.”

A 1970 graduate of Taylor University, Romine first joined the Taylor staff in 1972 as director of student programs and assistant football coach. He left in 1976 to serve as athletic director of nearby Mississinewa High School in Gas City, Indiana, resigning from that position two years later to enter private business. In 1981, Romine was hired as an assistant to the athletic director of Taylor University under the official title Coordinator of Contests.

Romine has completed his master’s degree in Student Personnel and Administration in Higher Education at Ball State University, Muncie, Indiana. He is presently working on his doctorate in Education Administration at Ball State, with only his dissertation remaining.

Joe Romine, Athletic Director

Christy promoted to annual giving position

Brian Christy has been appointed Associate Director of Development as part of a move to strengthen Taylor University’s Advancement Department.

Christy’s appointment coincides with the announcement of George Glass being named Associate Vice President for Alumni and Institutional Relations. Both moves are part of an overall strategy to restructure the staff organization of advancement, a plan engineered by Dr. Charles “Chip” Jaggers, vice president for advancement.

“We’re obviously excited about both of these people coming to our department,” Dr. Jaggers said. “Both of these men have had a long-term commitment to Taylor University in other areas, and we know that their addition will strengthen our advancement staff.”

A 1977 graduate of Taylor University, Christy received his master’s degree from Ball State University and has worked in student development programs at Taylor for the past eight years. He is presently residence hall director of Sammy Morris, and will officially join the staff in full-time capacity at the end of the current school year.

Christy is a builder of programs, developing and strengthening Taylor University’s Equestrian Club during its three years of existence. His work with the Equestrian Club in securing resources will benefit him in his new role with advancement; likewise, his advancement responsibilities in the areas of personal solicitation of annual gifts, the direct mail program, and annual fund phonathons should strengthen his ongoing work, Christy says.

But his greatest interest in advancement has been building steadily during his last eight years at Taylor, while serving as director of off-campus housing, director of housing, and, most recently, as director of the Sammy Morris residence hall. “I’ve grown to appreciate the importance of the annual fund and the role it plays in the lives of students,” Christy says. “Serving in a residence hall, I’ve seen a lot of students come and go because they couldn’t afford Taylor. I want to make Taylor affordable to all students, and working with the annual fund is one way this can be done.”

Besides the additions of Christy and Glass, Dr. Jaggers has reorganized other areas of advancement to make more effective use of existing personnel and to strengthen future efforts.
Newton touches campus with God's Word

"The Touch of God" was presented to Taylor University's campus as the theme for the spring semester Spiritual Renewal Week, February 10-14.

The Reverend Roger J. Newton, special guest speaker for the week, used I John 1:1 as the basis for his theme: "...[our hands have touched ...] the Word of life." Messages during the week stressed the need to get in touch with God and how that special touch can be shared with others.

Services in between the opening and closing messages of Rev. Newton's series focused on a special keyword. The general message on "The Touch of God" was presented during Monday's chapel session, followed by a Monday evening service, "Getting in Touch with God," stressing the keyword "fellowship." Other keywords throughout the week were "abiding," "know," "love," and "believe." Friday's closing message followed the thought of the Lord's Great Commission, "Go Touch the World for God.

"The needs of Taylor have been on my heart over the past months," Rev. Newton said. "The aim of the series is to instruct and lead us into spiritual reality and depth, although the subject matter provides ample opportunity to present and explain the Gospel to anyone who has not trusted Christ as Saviour."

Born in Bristol, England, Rev. Newton currently pastors the Emmanuel Bible Church in Birkenhead. This church is officially related to the Emmanuel Bible College, whose main focus is preparing students for Christian ministry.

Rev. Newton served five years in the Royal Air Force before graduating from Emmanuel Bible College in 1965. He then served as an itinerant village evangelist in South Wales and as a missionary to Morocco and Algeria before assuming the pastorate of the Emmanuel Bible Church.

The duty of the Christian ministry today, Rev. Newton believes, as always, is to strive honestly to know what God says in scriptures and to strive constantly to present these truths to all classes and conditions of men. Rev. Newton is committed to a ministry centered on Biblical exposition as a means of spreading the Gospel; it is the ground for authoritatively presenting Jesus Christ in the power of the Spirit, he believes.

Black History Month features Larnelle Harris

"Colors of Blackness" was the theme for the 1986 Black History Month celebration at Taylor University, with nine special events scheduled throughout the month of February and into March.

1986 Grammy Award winner Larnelle Harris, a gospel recording artist, was the special feature of Black History Month, performing February 7 to a nearly full house in the Rediger Chapel Auditorium. Harris's duet with Sandy Patti, "I've Just Seen Jesus," won the Grammy this year for best gospel recording.

Three special chapel services were devoted to Black History Month. Oscar Underwood, principal of Bunche Elementary School and pastor of Cornerstone Christian Church in Fort Wayne, opened the month's celebration with his message on February 5. Taylor's Bahamian students and Joseph Archibald, former vice president of the Methodist Church for the Caribbean region and father of Taylor senior Patricia Archibald, presented a second Black History Month chapel service, and Haman Cross, pastor of Rosedale Park Baptist Church in Detroit was the last of the special guest speakers in chapel.

A special presentation, entitled 1001 Black Inventions, opened the month's festivities. A part of the dramatic and film presentation portrayed a family trying to survive in a rather futile but hilarious manner, in a world without black inventions.

James Moorehead, professor at Anderson College, and his wife Jean, a teacher in the Anderson school system, presented a session on self-esteem during the month. Nine gospel singing groups performed at a Gospel fest, and the film Say Amen, Somebody was presented to the student body. The soundtrack from this film continues to be featured in Wireless, the Lake Wobegon catalog of Prairie Home Companion materials.

Concluding the month's activities was the play The Day Lincoln Came to Town, enacted by the Fort Wayne Children's Youtheatre.
Library construction draws to a close

Day by day, week by week, the Pat & Mary Zondervan Library begins to look less and less like a construction site and more and more like a functional building. Plans are to have the Zondervan Library fully operational by September. In the meantime, students and faculty have been operating on a limited basis out of both libraries since May 1. It was then that all books from Ayres Library were moved to the first floor shelves of the Zondervan Library. Also moved were the offices of Roger Phillips and Lois Weed; the remainder of the library staff continues to operate out of Ayres Library until June.

David Dickey, director of the library, compares the completion of the Zondervan Library to the completion of a jigsaw puzzle: the pieces have to fit together one-at-a-time and in order. Books couldn't be moved until shelving was assembled; shelving couldn't be assembled until carpeting was installed; carpeting couldn't be installed until the walls were painted, and so on.

And more work is in store. Computer lines will be hooked up the first week of June. Also at that time, the old shelving from Ayres Library will be disassembled, painted, and reassembled on the second floor of the Zondervan Library. Books that had been shelved tightly together since the April 30 move will be thinned out as some are filed upstairs.

The archives and galleria should be completed in early summer, as well. The final big step is the hook-up of the on-line catalog, a computerized version of the standard card catalog. It is projected that the on-line catalog should be ready for use by the time school begins in the fall.

Gaylen Swartz, construction foreman, claims the Zondervan building has had the fewest hangups of any large project he has ever worked on; Dickey concurs. "There's nothing that has really gone wrong," Dickey said. "It's just that the timing is so crucial at this point."

And with interior decorating nearly completed, Dickey is ecstatic about the choices made long ago. "We're very happy with the colors," he said. "Just seeing bits of color, we weren't certain what it would all look like together. But everybody's pleased."

Excited, too. "Someone asked me the other day if I had any regrets in leaving this building (Ayres)," Dickey said. "I couldn't think of any. Not a one.

"I've been living emotionally in the new library so long that this building doesn't feel like home anymore."

After crowded conditions in Ayres, with books stacked on tops of shelves, on carts, on desks, and in window sills, Dickey said the tremendous space in Zondervan Library is difficult to adjust to. The lights, too, are something different; suspended from the ceiling, they shine upward, providing indistinct light reflected off of the ceiling.

Tuition climbs, but so does aid

Although financial aid has been increased for the 1986-87 school year, tuition and fees will also increase 8.3%, as approved by the Taylor University Board of Trustees.

The Board met in February with the specific intent of studying cost projections of operations for the 1986-87 fiscal year. After considering all relevant factors such as inflationary costs, enrollment projection, and revenues, the Board has found it necessary to increase tuition, room, board, and fees for the next school year.

In an effort to lessen the impact of higher tuition costs for Taylor students, the Board has also increased the 1986-87 budget line for financial aid by $283,000.

Other areas of budget expenditures are being studied carefully and will be held to minimal necessary increases if it is not possible to maintain them at present levels.

Revenues from increases in tuition, room, board and fees do not supply all additional funds required for the 1986-87 school year. Maximum effort will be maintained in fund raising — a commitment on the part of the staff in an effort to meet the demands of improving Taylor's quality program.

A comparison between rates for the current year and those which the Board has authorized for 1986-87 is shown as follows:

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<thead>
<tr>
<th></th>
<th>1985-86</th>
<th>1986-87</th>
<th>Change</th>
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<tbody>
<tr>
<td>Tuition</td>
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<td>$6230</td>
<td>$471</td>
</tr>
<tr>
<td>Fees</td>
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<td>35</td>
<td>3</td>
</tr>
<tr>
<td>Room</td>
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<td>1190</td>
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<td></td>
<td>$8285</td>
<td>$8975</td>
<td>$690</td>
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</tbody>
</table>

Increase in fees is general throughout the Christian Consortium Colleges. Taylor's commitment to high standards of service and stewardship is firmly established in spite of restraints placed upon operation.

Spring 1986
Kuhn delights students, faculty

Mr. Bowie K. Kuhn, former Commissioner of Major League Baseball, was the special guest speaker during Taylor University's sixth annual Business Seminar on February 25.

Presently an Attorney of Counsel to Willkie, Farr and Gallagher, a prestigious law firm in New York City, Kuhn was kept very busy during his day on campus. He presented three one-hour sessions, all of which extended beyond the scheduled hour, in the Rediger Chapel/Auditorium during the morning and early afternoon. Later, Kuhn met in a private discussion with Taylor University faculty, then was guest speaker during an evening banquet held for more than 100 key business executives from within a 75 mile radius of Taylor.

Kuhn spoke on several different topics during the day, such as the future of the recreation/leisure industry, the ethics, politics, responsibilities and public relations involved in a highly visible leadership position, and our litigious society. The morning and afternoon sessions were geared for business, accounting, and economics students, but the entire campus was welcome to attend. After covering his topic rather informally with his audience for about 45 minutes, Kuhn would field questions pertaining to his intended subject matter and beyond. These moments provided some quick wit on the part of Kuhn, and his responses, although somewhat superficial in first appearance, packed a lot of weight.

Perhaps Kuhn's best comment was in regard to the question, "What would you do if still Commissioner of baseball, and Jim McMahon (Chicago Bears linebacker and all-around free spirit) were playing baseball instead of football?" Kuhn's quick reply: "Suggest very strongly that he consider playing professional football instead of baseball." He followed that up with a brief lesson in respect for rules and those who make those rules, adding that those people who disregard rules and orders and lack respect should be punished for their misconduct.

Kuhn tied his thoughts on McMahon into a discussion of athletes as role models to the youth of America. He cited the drug problem surfacing in all professional sports as a stumbling block to athletics in general, but added that the lack of willingness on the part of officials to do anything about it is far worse than the problem itself. By not attacking the problem, Kuhn said, professional sports loses credibility, and in turn presents bad role models to youth.

Special treatment of athletes was a followup to that issue, Kuhn using the example of Michigan State basketball star Scott Skiles. Skiles was indicted on possession of an illegal substance and later violated terms of his parole by purchasing alcohol in public. The judge's sentence: 30 days, but after Skiles completed his basketball season. The Big Ten's ruling: absolutely nothing. Kuhn said this kind of special treatment only reinforces the attitude that it's alright to do something wrong, knowing that whatever penalty may be handed down will be worked around athletics. Skiles should have been suspended for the remainder of the season, in Kuhn's mind.

Kuhn served as Commissioner of Baseball for 16 years. During that time, the major leagues grew from 20 to 26 clubs, and regular season attendance increased from 23 million to 45.5 million. Kuhn is active in, and a former trustee of, the Fellowship of Christian Athletes, a director of the Laymen's National Bible Committee, a director of Baseball Chapel, and a director of the Jackie Robinson Foundation, among his other responsibilities. Kuhn received his education at Franklin and Marshall College, Princeton University, and the University of Virginia, practicing law 19 years before assuming the Commissioner's position.

Taylor's annual Business Seminar is sponsored in conjunction with the University's Business, Accounting, and Economics department, under the direction of Bob Gortner.

David Steiner, a senior and president of the Taylor Student Organization, greets Bowie Kuhn following an afternoon lecture the former major league baseball commissioner gave to about 350 Taylor students.

Kuhn was kept at the podium nearly the entire day, speaking three times to students, once to a group of faculty, and a final time to a gathering of business executives from around the Upland area.

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Taylor University Magazine
Taylor Tidbits

News and notes from around campus

The 1986 Christian Leadership Conference for High School students has been planned for the weekend of October 3 & 4. Once again, several significant scholarships will be awarded to high school seniors with outstanding leadership potential. President Jay Kesler will be the featured speaker. Questions should be addressed to Randall Dodge, Office of Leadership Development, Taylor University.

Honorary membership to Chi Alpha Omega Honor society was awarded to President Kesler and professor Larry Helyer. They were inducted, along with qualifying juniors and seniors, during the spring banquet.

Diana Jones has resigned from the health and physical recreation department to pursue full-time doctoral studies in the fall. Dick Gates has been appointed head of the academic department, effective in the fall, as well.

Nine faculty members attained promotions, effective next school year: Joe Burnworth, professor of education; Mark Cosgrove, professor of psychology; Pat Kirkpatrick, assistant professor of learning skills center; Charles (Tim) Kirkpatrick, associate professor of communication arts; Paul Rothrock, associate professor of biology; Timothy Sharp, associate professor of music; Richard Squiers, professor of biology; Andrew Whipple, associate professor of biology; and Laurie Wolcott, assistant professor of library science.

The Retention Assistance Program (RAP), designed by Billie Manor, director of the learning skills center, proved successful during the fall term. Twenty students were admitted to Taylor this fall who were deemed by Manor and Wynn Lembright, director of admissions, as having college level ability but insufficient academic preparation. The students progress was monitored throughout the fall by Lembright and Manor, and 18 of the 20 returned for the spring semester. Manor provided academic counseling and LSC services, professor Dwight Mikkelson agreed to teach a history class with extra academic assistance, and Carmen Taylor, director of records, served as advisor to the students. Janice Crouse, associate vice president for academic affairs, administered the total program.

Dale Heath, professor of ancient language, spent two weeks this winter on a study mission to the Middle East. He was one of 14 academicians from 12 universities and colleges throughout the United States who were afforded the opportunity to investigate, first-hand, the political and geographic realities of the region. Sponsored by the American Professors for Peace in the Middle East, a campus-based organization founded to study and analyze the social, economic and political realities of the Arab-Israeli conflict, the mission inquired into the nature and direction of recent developments and possible options for the future.

Taylor University was one of four Indiana colleges listed in a publication from GCL Educational Press entitled “America University Programs in Computer Science, Second Edition.” Programs at Indiana University, Purdue University and Ball State University were listed alongside Taylor.

Dr. Leon Adkinson was made a member of the Andrei Sakharov Institute, an organization founded in 1980 by a group of distinguished American scientists to defend Sakharov and promote his scientific and humanitarian ideas.

Two of the three winners of the Student Leadership Scholarships at last fall’s conference are children of Taylor alumni: Jennifer Cutting, daughter of David ’64 and Kathryn (Heavilin ’62) Cutting; Jena Horner, daughter of Janet (Mendenhall ’62) Horner.

Wally Roth, head of the information sciences department, has been awarded the designation “Certified Systems Professional,” the highest professional designation in the systems field.

Stan Burden is serving this year as president elect of the Indiana Academy of Science. He will become president of the organization January 1, 1987.

Ken Wright is a new employee of the information services department, serving as an electronics technician. He will maintain the computer equipment and provide back-up support for the campus phone system.

Trustee Paul W. Wills resigned after serving Taylor for 12 years. Mr. Thomas A. Dillon has been elected to the Board of Trustees. Dillon is a 1968 Taylor graduate and a practicing attorney in Columbus, Ohio.

Basil Dempsey, director of campus security, is presently the president of the Hartford City Rotary Club, which has 50 members. His term of presidency ends June 30.

It’s official — the National Council for Accreditation of Teacher Education (NCATE) has granted Taylor University a three year extension of its accredited education program. The council adopted the recommendation of the interim team that had researched Taylor’s programs; a full review of those programs will not occur again until the 1991-92 school year.

Kris Bullock, Keith Singer and Darlene Schulze were the first Taylor students to complete the new Computer Endorsement. As part of an education package, the computer endorsement provides accreditation for the student to teach computer science upon obtaining a teaching degree.

Are you ready for October 24-26?

Taylor University celebrates Homecoming, Dedication of the Zondervan Library, the Inauguration of President Jay L. Kesler, and the achievement of 140 years in Christian higher education
Class News: Alumni check in

Class News

William L. Stone was a recipient of a Medal of Merit from the Air Force Association for his contribution to the Air Force. He is a State vice-president for AFA in Michigan. A pastor in northeast Michigan at Harrisville-Lincoln, Bill is a chaplain for the Civil Air Patrol. He received another Medal of Merit in 1985, in addition to the Hoyt S. Vandenberg Achievement Trophy and a commission as a Kentucky Colonel.

The new vice-president for administration of Garrett-Evangelical Theological Seminary is Dr. Adolf Hansen. He will be responsible for the work of the Offices of Student Affairs and Business Affairs. He has served the seminary since 1983 as vice-president for student affairs and administrative professor of New Testament Interpretation. Dr. Hansen is married to Naomi (Metzger 59), and the couple has two daughters, Becky and Bonnie.

Dr. Thomas E. Atchley is a member of the Navajo North Central Association Committee while living in Shiprock, New Mexico. He grew up and was educated on the Navajo reservation before coming to Taylor University, and now is an active member of the Navajo Tribal Council and the Education Committee. He provides encouragement and leadership to the Navajo Division of Education to adapt to changing conditions and to promote school improvement. He also represents his district in San Juan County as a New Mexico State Representative.

Having left his position as advertising creative manager with Toyota Motor Sales, Joe Corey is now National Advertising Manager at Hyundai Motor America, the first Korean company to import cars into the U.S. Prior to the introduction of their first used cars in February, Joe spent several months putting together an advertising department, with his wife Sally, along with sons Joe Jr. and Matt, live at 2142 Calderas, Mission Viejo, CA 92691.

Dr. David Steury received the Charles E. Cayler award in a special presentation at the Taylor-Nickel Clinic in Bluffton, Indiana, this past winter. The award includes a medal and a $1,000 gift. Dr. Steury has served the hospital and the clinic in a variety of positions since joining the staff in 1982, such as medical director of the Clinic’s Home Health Care program, member of the hospital executive committee, and professional education chairman for the Wells County Cancer Society. Dr. Steury and his wife Nedra reside in Bluffton with daughter Courtney and son Jim.

Mark Sakula has transferred from the transportation systems business operations-automotive division of the General Electric Company in Erie, Pennsylvania, to the aircraft engine business group of the General Electric Company in Evendale, Ohio, near Cincinnati. He is employed as a draftsman. New mailing address is 6718 Lakeside Drive, Apt. 308E, West Chester, Ohio 45069-4452.

Everett "Buddy" Young and his wife Vicki (Norris 77) are now living in Coos Bay, Oregon. Buddy is a law enforcement officer in the coastal city of North Bend. His duties include all aspects of investigations, recruit training officer, weapons training officer, along with supervisory responsibilities. He has also recently enlisted in the U.S. Coast Guard Reserve and will hold the beginning rank of Seaman 3rd Class, Port Security Specialist. Vicki is kept busy with the couple's three children, Joshua, Daniel, and Mary, and the entire family is very active in their church, assisting with the AWANA program while Vicki leads the SPARKLES group and Buddy is games director. Address is 2480 Ocean Blvd., Coos Bay, OR 97420, (503) 269-7256.

A Masters of Divinity degree has been bestowed upon Bradley O. Bailey from Grace Theological Seminary. He and wife Joanie (Miller 77) and daughter Rachel Charis have moved to H.C. 2, Box 69, Eddyville, NE 68834, where Brad has taken the pastorate of Burr Oak Church.

Don & Debra (Rhodehamel) Townsend have been awarded the "Best Evening Performer" trophy two years in a row by the International Fellowship of Christian Magicians. So far, the couple's magic has taken them to eight different countries and all across the U.S. Don and Debra are currently entertaining audiences on the S.S. Norway, the largest luxury cruise ship in the world.

The Master of Church Music degree was awarded to Debra Lee (Doles) Garrott by the Southern Baptist Theological Seminary in December. Her address is 3903 Hall's Hill Road, Crestwood, KY 40014.

Cristin (Cave) Bragg and husband Jeff have moved to Dayton, Ohio, where Cristin is a dealer-representative for Cellular One. Jeff graduated from the Chicago College of Osteopathic Medicine in June and is doing his internship at Grandview Hospital. The couple lives at 434 Grand, Dayton, Ohio 45405.

Allan Meier was recently accepted at the Indiana University School of Dentistry and will begin full-time study this fall. Since graduation from Taylor, he has been serving on the Indiana staff of U.S. Senators Richard Lugar and Dan Quayle. Allan and his wife Angie, a Greenville College alumna, reside at 5606-F Rue Royale, Indianapolis, IN 46204, (317) 782-3858.

After graduating from Princeton Theological Seminary last June, Rev. Sharon D. Smith accepted the position of assistant pastor at the First Presbyterian Church of Elko, Nevada. Her areas of responsibility include youth, Christian education, deacons, hospital visitation, and preaching. Her address is 1344 Fourth Street, Elko, Nevada 89801.

While serving as the associate pastor of the Bethel United Methodist Church in Bethel, Ohio, Aaron Brown is also a senior studying at Ashbury Theological Seminary. His address is 317 N. Ash, Bethel, Ohio 45106.

David Holt recently entered Air Force active duty for training as an officer. He is currently attending the Air Force Officers Training School in San Antonio, Texas, undergoing 12 weeks of training in military knowledge and customs. Following that, David will enter the Air Force Weather Officer career field.

A Master of Business Administration degree was bestowed upon Brian Paul at the Miami University commencement last summer. Brian's home address is 121 Westbrooke Rd., Brookville, Ohio 43309.

Brian Westlake is presently working as a cook's helper while attending Trinity Evangelical Seminary. His address is 136 Ashbury, Apt. 10, Evanston, IL 60202.

Births

Amy Lorraine was born July 16, 1981, to Harry and Susan (Peterson 69) Adams. The family lives at 2250 Greenfield Road, Winchester, VA 22601.

Tim and Linda (Banker 71) Title announce the birth of daughter Jordan Leigh on September 17. Linda teaches French in Mississinewa Schools, Gas City, and Tim has his own construction business. Tim, Linda, Jordan, and her brother Drew live at Box 350, Upland, IN 46989.

Jonny and Joyce (Perry 74) Winkler are the parents of Karyn Elizabeth, born January 7. The family resides at 1028 12th Avenue, Huntington, WV 25701.

Twins were born to David and Pam (Lewis 75) Messenger. Hannah Joy and Joshua Daniel arrived November 19, joining brothers Jason and Jeremy in their parents' residence, 25350 Farmbrook, Southfield, MI 48034.

Correction:

It was inaccurately reported in Class News that Wirth Tennant was living in Sun City, Arizona. Wirth and his wife Jane continue to reside at 232 Island View, Traverse City, Michigan 49684; they had recently visited Rev. Kenneth Hoover in Sun City. We apologize to Rev. Tennant for the error.

IF YOU WOULD LIKE TO BE INCLUDED IN CLASS NEWS, please follow these guidelines: include your name, including your maiden name, and the class from which you graduated; list your address and telephone number for alumni records, although only your address will be posted in Class News; present your information according to the style of that particular section of Class News — either Births, Deaths, Marriages, Global Taylor, or Class News itself; mail to Betty Feese, Class News, c/o Alumni Relations, Taylor University, Upland, IN 46989. Thank you for your assistance; your news items will be placed in production for the next Taylor University Magazine or Profile.
Taylor Club Schedule

June 12
Bloomington, IN
Dinner with George Glass
Loop Presbyterian luncheon
Possum bus trip to the West
Summer picnic with George Glass
Summer picnic

June 13
Chicago

July 12-18
Greater Upland

July 24
Grand Rapids

August 19
Cincinnati

Deaths

Word has been received of the death of Derward Abbey ’35 on October 10. His wife Caroline (Vandervort) ’36 lives at 120 Holman Road, Williamsburg, VA 23185.

Rev. LeRoy Walters ’37 died September 10, having just celebrated fifty years in the ministry. Mrs. Walters remains in their home at 626 Cedar Crest. Messiah Village, Mechanicsburg, PA 17055.

Richard Werder, husband of Valetta (Short) Werder ’51, passed away January 7. The funeral service was held at the Evangelical Mennonite Church in Archbold, Ohio, and burial was at Pettisville Cemetery. Mrs. Werder’s address is Box 131, Pettisville, Ohio 43553.

Marriages

Mrs. Hope F. Wyatt ’42 was married to Lloyd Ritter of Corning, NY on November 12. They are moving soon to their new home at Route 2, 5550 Piqua Road, Elida, Ohio 45840, (419) 339-9016.

Doug Pelton ’80 and Lynn Groendyke were married December 14 at Covenant Presbyterian Church in West Lafayette, Indiana. Lynn is a nuclear medicine technologist at St. Elizabeth Medical Center in Lafayette, and Doug is the systems programmer for the restaurant, hotel and Institutional Management Department’s Computer Resource Center at Purdue University. The couple’s address is 3100 Courthouse St #C2, West Lafayette, IN 47906.

Susanna Hartman & David Pouchner, both ’81, were married December 28 at Feather Sound Community Church, Clearwater, Florida. They are now living in California at 1048 North Alladina Drive, Pasadena, CA 91107.

April 13, 1985, was the wedding date for Delbert Gibson ’83 & Lynden Duckworth ’85. Delbert is a systems engineer with Electronic Data Systems. The Gibsons live at 1210 Goldview Drive, Carmel, IN 46032.

Jery Driggs married Cyndy Harper ’83 on October 19 in the Chillicothe Baptist Church. Cyndy is an elementary physical education teacher in the Chillicothe City Schools, while her husband is employed in the systems department at the Mead Corporation. Their home is at 452 W. Main Street, Chillicothe, OH 45601.

On June 29, Katherine Mehigan ’85 & Tim Cope ’84 were married in Lansdale, Pennsylvania. They live at 1911 South H Street, F. Smith, AR 72931, where Tim is a photojournalist with the Southwest Times Record and Kacy is an artist.

Betsy Helmus ’84 & Tim Anderson were married June 15 at Immanuel Christian Reformed Church in Grand Rapids, Michigan. A long list of Taylor people were participants in the wedding party: Karen Sparks ’86, personal attendant; Carrie Godfrey ’85, Brenda Baird ’85, Kaylynn (Benson) Cheesman ’85, bridesmaids; Scott Swan ’86, John Bobbitt ’85, Steve Rech ’85, groomsmen; Jeff Raymond ’86, soloist; Karen (Peterson) Kuiper ’84, Marilyn Peterson ’86, candlelighters; Kim Bartee ’86, David Steiner ’86, servers. Betsy and Tim now live at 3609-805 Pheasant Run Drive, Lafayette, IN 47905, while Tim is working on his master’s degree in Mechanical Engineering at Purdue University.

Greg VanMeter married Janice Walsmey ’85 on December 28. Tammy (Hinman) Scott ’84 and Linda Guenther ’85 served as bridesmaids. Greg and Janice live at 1168 N. Marzane Road, Markle, IN 46770.

Sandi Wagner ’85 was married to Mark Horine on August 3. Sandi’s parents are the Rev. & Mrs. Joseph Wagner, both ’60. Several Taylor people served in the wedding: Red Hob ’82, John Dorsey ’85, Todd Wesswick ’86, Tim Alb ’83, Jay Case ‘84, Dave Becker ’86, Rich Wagner ’88, Divina Roberts ’86. Rev. Wagner and Rev. Riley Case ’86 officiated. The couple’s address is 112 Knightridge Rd. #186, Bloomington, IN 47401.

Global Taylor

Ralph ’45 & Ruth (Roseberry) ’42 Herber have been assigned by the C & MAA to a new work in Afghanistan, Ivory Coast, where they will be preaching, teaching and church planting. They plan to leave this summer.

Having served 12 years in Burma and 13 years in Hong Kong, Dr. Paul Clasper ’44 will complete his time in Asia and return to the States. For the past four years, he has ministered as Dean of St. John’s Cathedral, Hong Kong, and is the first American ever to have held this position.

Elizabeth Soderman ’44 arrived home from Angola last September for treatment and eye surgery on a partially detached retina. She then returned to Menominee, Angola, upon recovery.

Margaret Ann Bash ’56 is praising the Lord for great evidence of His blessing on her work with the children of Vienna, Austria, where she ministers as a missionary with Child Evangelism Fellowship. Her address is Murlurgengasse 50 9, A-1120, Vienna, Austria.

A six-month furlough is in store for Barbara Hovda ’53, who left Taiwan in mid-April. She may be reached c/o the Binders, 17425 North 19th Ave., Apt. 2206, Phoenix, AZ 85023. After her June address will be 407 South 2nd Street, Buffalo, MN 55313.

Don Love ’57 returned to the Philippines in April to assume the position of Business Manager for Association of Baptists for World Evangelism. Wife Barbara (Benjamin) ’58 will follow him in June to begin her new duties as hostess for the guest apartment and part-time secretary in Don’s office. Their address is Box 168, Greenhills, Metro Manila, Philippines.

On November 16 David T. Brown ’72 married Janet Patricia Baker at St. Mark’s Church, Worle, Weston-Super-Mare, England. The couple then moved to Morocco, where Janet joins David in missionary service with North Africa Mission. Their address is 5 rue ALLajazen, Apt. 83, Mers Sultan, 01 Casablanca, Morocco.

Phil Horbeer ’81 has just returned from Taiwan after a two-year missionary assignment with OMS. He will begin study at Trinity Seminary, Overfield, Illinois, in the fall to prepare for further missions service. Until September, Phil’s address is c/o OMS International, Box A, Greenwood, IN 46142.

Spring 1986

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Of Final Note: Keeping up with current events

Alumni Quiz

Can you correctly answer the following questions?

1. Who is the man in picture 1?
   A. Thaddeus Reade
   B. Bishop William Taylor
   C. President Jay I. Kesler
   D. Sammy Morris

2. What is the significance of the words visible in picture 3?
   A. The sign is actually in front of Wheaton College — they stole it.
   B. The word "University" is misspelled.
   C. Answer B made you look at the picture again — didn’t it?
   D. Founded 1846 indicates that Taylor University is celebrating its 140th year of operation

3. What is the name of the building in picture 2?
   A. Swallow Robin residence hall
   B. Maytag gymnasium

4. How are these four pictures interrelated?
   A. People and items pictured will all be part of a "Big Events" weekend which includes President Kesler’s inauguration, Homecoming activities, dedication of the Zondervan Library, and a celebration of Taylor’s 140th year of service.
   B. All members of the Taylor Family are invited to be a part of the activities represented by the pictures.
   C. All of the activities represented by the pictures will be taking place October 21-22.
   D. All of the above answers.

ANSWERS: C, D, D, B, D

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