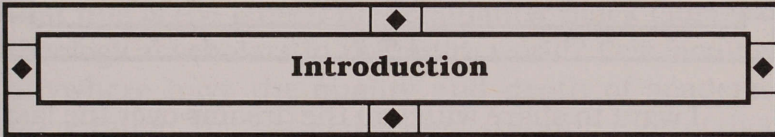


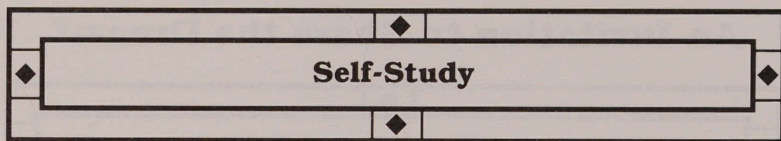
An Invitation to Share the Dream*



What are dreams?

- Some define dreams as uncontrollable ramblings of the mind and spirit in a period of sleepfulness.
- To some, dreams are far-fetched hopes void of any prospect of being realized.
- Within the context of ITC let me define dreams as difficult goals that have been broken down into achievable priorities, systematically executed:
 - Dreams are not wishes; they are the result of effective planning, purposing, prioritizing, praying and broad participation.
 - Dreams are something like the wheels on a wagon. The wagon can be sturdy and serviceable; however, until the wheels are in place, the wagon is immobilized.
 - Dreams which lack wheels are hopes.

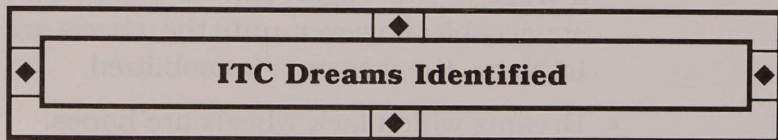
*January 1992



Self-Study

I want to share with you the dreams over the last two years by every constituency of this Institution in our Self-Study. We analyzed ourselves in every way by reviewing our purpose, our life together, our faculty, staff, board, students, graduates, denominational relationships, finances, library. We turned all the stones. Having done this, what we said about ourselves was scrutinized by the Association of Theological Schools and the Southern Association of Colleges and Schools. These are the same accrediting agencies that examine Vanderbilt, Duke, Princeton, Harvard, Yale, Claremont—indeed, all accredited seminaries in the United States and Canada.

What did they say? Their examination indicates that ITC is one of the healthiest theological schools in the country. The executives of agencies took time out of their schedules to write personal letters commending the quality of this Institution. I take time here because it is felt often that anything Black is inherently inferior.



ITC Dreams Identified

Dream number 1 is to assure you that by any measurement ITC is and will become an even greater institution, especially with its multi-denominational base.

Dream number 2 is further to encourage, support and develop the faculty of this Institution. Are you aware that this is the largest predominantly Black cluster of theological scholars in the entire world? Few faculties anywhere have the quality and depth of academic preparation, the love of teaching, the formation of their students, the commitment to the church and to the Lord of the Church, Jesus Christ. Not only is this faculty fast becoming a research faculty but it is, first and foremost, a teaching faculty.

Our commitment is to increase faculty compensation for continuing development as scholars and teachers. Our resolve is to expand our faculty so that we can increase course offerings and further diversify the preparation of our students.

Dream number 3 concerns the student body of ITC. Students enter; leaders depart. You are unique persons. You are diverse in geography, both nationally and internationally, and are motivated and committed to ministry. You are talented, possessing many gifts and graces to enhance the ministry of the churches served. Our goal is to assist you with more grants so that you can curtail the excessive borrowings you are forced to make.

When we dream about our students, we dream of men and women who possess high qualities. When we stress quality, our thoughts are of persons with high moral values, deep spiritual grounding, passionate social concerns and love for God and humankind. Here at ITC we foster an ethos characterized by honesty, integrity, industry and commitment.

We are proud that our graduates are pastors and builders of some of the largest, most effective churches

in the United States and Africa. This makes us realize that our dreams are being fulfilled. However, that which satisfies is listening to comments describing ITC graduates as honest, integrated, focused, industrious and committed servants of Jesus Christ.

Dream number 4 is to provide quality learning resources and physical environments. We will not cease our efforts until the Atlanta University Center (AUC) Robert W. Woodruff Library is the first choice for information. Already you know that it is undergoing extensive renovation and automation. When completed, we will have expended over \$4 million. You will be able to use a computer in the office of the Student Christian League or elsewhere to access library resources. Not only will we expend this current money on the improvement of the Library, the Presidents of the AUC schools are committed to increasing their annual library allocations until they reach at least six percent of our institutional budgets.

A part of this dream is to enhance the physical environment. In this regard, between the months of April and October of this year, we will install a million dollar heating, ventilation and air conditioning system. Between now and May 15, we will establish a new telephone system, the \$250,000 gift from a trustee. Next week another of our trustees and an architect will explore the possibility of erecting a 25,000 square foot building to house our Continuing Education and programmatic space. In the next four years we want to build a gymnasium on campus. We need a place where we can exercise our bodies after having expanded our minds.

Dream number 5 is the enhancement of our curriculum and programs so that our students will reflect a global sophistication. We are proud that our students have traveled to China, India, Africa, Hungary, Ethiopia, Israel and the West Indies. We want all students to understand the complexity of their world.

Furthermore, we want to create a receptive climate on this campus in which persons of every race and color are welcomed. This fosters an atmosphere of learning from each other. It is unfortunate to study with persons from every world context and not be enriched by that experience.

Dream number 6 is related to the ITC support staff. Most of what we do could not be done without their assistance. We want to reward their commitment by increasing compensation and improving working conditions. Where possible, we will increase personnel.

Dream number 7 is related to money. Most institutions of higher education, especially Black schools, do not have adequate financial resources. ITC's task is to garner new endowment dollars for general operations, faculty development, student aid, building maintenance and all the other things requiring attention. ITC currently has an endowment of \$7 million. Over the next five years we are striving to achieve an endowment of at least \$12 million.

As a child, my mother would repeat to me, "A penny saved is a penny earned." Good financial management is the penny saved. For every penny saved, the amount needed is lessened. Our goal is to operate a balanced budget, expand our salaries and programs as funds will allow. We intend to run a lean operation but are determined to remain alive and continue the

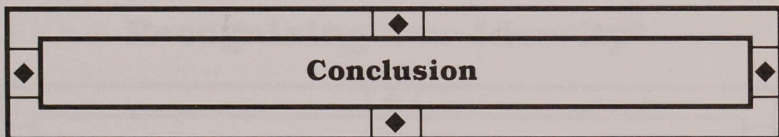
mission of the school.

Currently, ITC is poised to attract the attention of foundations and philanthropic individuals. Persons in these categories do not rally to your side if you are struggling. They might throw you a "bone" now and then. They support your dream when convinced of your determination to provide quality service and product. When they detect that you cannot manage your resources, they abandon you.

These funding sources are supportive if you give to yourself. The Office of Institutional Advancement will be able to request additional money when writing proposals if they can indicate that the ITC community pledged and will donate \$43,000 for our current Internal Campaign.

One flaw exists in our financial future—alumni giving. Only a small percentage of our graduates contribute to ITC. They are not dissatisfied or angry, but simply have forgotten or never knew that unrestricted gifts of alumni enable us to pay salaries, keep the lights and water on, put bread on the refectory table. Major donors seldom give unrestricted gifts. Rather, they give to a specific program that meets their funding priorities. We must convince alumni that gifts in any amount are desperately needed.

Of course, alumni are graduated students and you will soon join their ranks. Our dream is that you will begin now to develop the habit of annual giving to your seminary and to ITC. Some of you have the capacity to give even as students. When ITC turns this crucial corner of alumni support, we will be well on our way to a secure future.



Conclusion

That which I have shared with you is the school's Long Range and Strategic Plan. We intend to reach these goals. You reach your goals when you work your plan. You cannot stop to rest, nor delay implementation, nor recover lost time. The dreams we have for ITC are achievable. I invite you to share the dream.

The first part of the report is a general introduction to the subject of the study. It discusses the importance of the problem and the objectives of the research. The second part is a detailed description of the methods used in the study. This includes a description of the subjects, the procedures, and the instruments used. The third part is a presentation of the results of the study. This includes a description of the data and a discussion of the findings. The fourth part is a conclusion and a discussion of the implications of the study. This includes a summary of the main findings and a discussion of the limitations of the study and the need for further research.

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