



# Andrews University

2022-2025  
*Strategic Plan*

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## 2022–2025 *Strategic Plan*



*In reviewing our past history,  
having traveled over every step of  
advance to our present standing,  
I can say, Praise God! As I see  
what the Lord has wrought, I am  
filled with astonishment, and with  
confidence in Christ as leader.  
We have nothing to fear for the  
future, except as we shall forget  
the way the Lord has led us, and  
His teaching in our past history.*

**Life Sketches of Ellen G. White,  
page 196 (1902)**

# Our Story

Andrews University has always been a place of belonging and a place for World Changers. From its beginnings until now, Battle Creek College, then Emmanuel Missionary College, and now Andrews University has consistently invited the world to be part of its community and then sent its graduates back to the world to bring positive missional change. It has been central to the Seventh-day Adventist world church, helping build capacity and supporting and partnering with the church and its institutions from its inception. Of course, how that world changer commitment is worked out changes with the times, yet at the core it remains essentially and importantly unchanged. We remain a strong Seventh-day Adventist university, committed to creating in our students a desire to be active followers of Jesus Christ and engaged members of the church, whether as a pastor or an engineer, a teacher or a physical therapist. And as a university we continue to be active partners and servants to the church, its institutions and the wider community, desiring to model how Seventh-day Adventist education can truly be transformational and world-changing.

In 2022 our passion for being World Changers is as strong as ever. Yet there are increasing headwinds pushing against the patterns of the past in all higher education. To belong seems harder; to bring change, more complex, yet essential. Yet there are also huge opportunities.

So, in this strategic plan for 2022–25, we share the outline of our new and yet ongoing narrative. We seek to grow by expanding our access to current and prospective students. We hope to deepen our commitment to shared values and broaden our opportunities to understand how to serve even better. And we recognize to do this, we must strengthen our resilience. As we seek to expand our revenue base, we will find new resourcing to allow us to do what we do well, even better!

## *In that context:*

- **Storyline One:** We will grow by increasing access for more students to engage in a world-changing education.
- **Storyline Two:** We will deepen and sharpen our community culture and sense of belonging to further enrich our world-changing experience and commitment.
- **Storyline Three:** We will intentionally increase our resilience to bring rich and innovative planning to our future.



**Storyline One:** We will grow by increasing access for more students to engage in a world-changing education.

*Andrews University is committed to providing a high quality, accessible, world-changing education to eligible students at all levels of higher education, through on-campus and remote experiences, dependent on mission, market and need. By the beginning of the 2025–26 academic year, the University intends to grow to 1,800 undergraduate students and 1,800 graduate students studying on or through the main campus, with a first to second year retention rate of 87 percent and an overall persistence rate for undergraduates of 90 percent and graduates of 85 percent. These figures exclude continuing education/certificate students studying through the Adult Education Center and students studying at international locations.*

We will do this through:

1. **Identifying new pathways to an Andrews University educational experience for FTIAC students and making market- and mission-driven program adjustments. This will include**
  - a. Broadening affordable associate-level options, with cohesive connections to bachelor-level degrees

- » *Action:* Deans Council and relevant colleges
  - » *Measurement:* At least one new associate degree started annually for the three-year period, with minimum enrollments of 10 students in each year cohort
- b. Identifying measurable ways to increase enrollment of qualified FTIAC applicants, including review of admissions expectations, creating target figures and markets, streamlining protocols and increasing effective communication across campus.
- » *Action:* Vice President for Strategy, Marketing & Enrollment in collaboration with Institutional Operations Committee and Academic Operations Committee
  - » *Measurement:* Increase and stabilization of undergraduate enrollment to 350 FTIAC students (12-month annually) and 300 FTIAC students (fall only by 2025)
- c. Reviewing and adjusting current curriculum and program options in light of current market interests and fit to institutional mission.
- » *Action:* Provost, Associate Provost for Undergraduate Education and Associate Provost for Graduate Education in consultation with the Vice President for Strategy, Marketing & Enrollment
  - » *Measurement:* Program length (credits for BA/BS), program admission and enrollment goals set and monitored; an average of at least one new or adjusted program introduced annually and supported by marketing. 2022: BS Cybersecurity
- d. Working cooperatively with our Alumni Association to partner with alumni in sharing the richness of Andrews University opportunities with parents and prospective students.
- » *Action:* Vice President for Strategy, Marketing & Enrollment; Director of Alumni Services
  - » *Measurement:* Plans in place to increase communication through regular or increased communication to alumni on our programs at all levels; monitoring levels of applications from families of alumni

**2. Increasing access to both potential transfer and non-traditional undergraduate communities.** This will include:

- a. Identifying and introducing more seamless transfer protocols to increase yield of interested applicants.
- » *Action:* Vice President for Strategy, Marketing & Enrollment, Associate Provost for Undergraduate Education, Assistant Provost for Systems & Operations
  - » *Measurement:* Increase and stabilization of transfer population to 300 students (12-month annually) and 225 students (fall only)
- b. Identifying target areas for growth in non-traditional students and transfer students, such as community colleges and degree-completion students.
- » *Action:* Vice President for Strategy, Marketing & Enrollment, Associate Provost for Undergraduate Education, Assistant Provost for Systems & Operations, Adult Education Center





- » *Measurement:* Identification of specific markets and identified goals; increase and stabilization of transfer population to 300 students (12-month annually) and 225 students (fall only)
- c. Deepening advising (including career advising) support to improve retention, persistence and completion of undergraduate students
  - » *Action:* Office of the Provost, Office of Undergraduate Education, Assistant Provost for Systems & Operations
  - » *Measurement:* Increased/maintained retention to 87 percent for years one to two and persistence to 90 percent for all other years

**3. Growing targeted international partnerships with particularly Adventist higher education institutions.** This will include:

- a. Expanding target international markets through partnerships with at least two new campuses or management groups annually for the three-year period and setting targets for each partnership.
  - » *Action:* Dean of College of Education & International Services, Special Assistant to the President, International Education Office, Office of the Provost
  - » *Measurement:* Two new partnerships agreed annually; growing on-campus student enrollments through partnerships at 75 for UG (12-month annually) and 75 for graduate (12-month annually).

- b. Ensuring effective campus programs and processes are in place for integrating international students to the campus.
  - » *Action:* Office of International Student Services & Programs
  - » *Measurement:* Improved retention, persistence and degree completion for international students (Goal 75 percent)

**4. Expanding graduate enrollment pools and improving graduate persistence and completion levels.** This will include:

- a. Increasing undergraduate–graduate degree paths
  - » *Action:* Vice President for Strategy, Marketing & Enrollment, Associate Provost for Graduate Studies
  - » *Measurement:* Addition of a minimum of one new program annually that has an undergraduate–graduate degree path
- b. Expanding partnerships with potential undergraduate feeder programs and institutions
  - » *Action:* Associate Provost for Graduate Studies, Graduate Marketing Council, Vice President for Strategy, Marketing & Enrollment
  - » *Measurement:* Creation, implementation and measurement of a graduate marketing plan
- c. Targeted growth in program options in support of market needs, particularly online
  - » *Action:* Associate Provost for Graduate Studies, Graduate Marketing Council, Vice President for Strategy, Marketing & Enrollment

- » *Measurement:* Unified plan across colleges for graduate program development; rollout of new programs according to agreed schedule: 2022: DScOT, PhD Business, MHA; 2023: DOT; 2024: TBD

- d. Improving graduate support services and setting up systems to track/manage student progression
  - » *Action:* Associate Provost for Graduate Studies, Graduate Council
  - » *Measurement:* Creating a graduate support structure, with measurable action plans and outcomes; developing goals and a tracking system for persistence and completion for all graduate programs, aiming at a persistence rate of 85 percent

**5. Expanding access to support services, especially to groups such as first-generation students, exceptional and other underrepresented populations, along with increased focus on mental health, careers and vocation.** This will include:

- a. Targeted support of first-generation students and those from exceptional and underrepresented communities
  - » *Action:* Office of the Provost, Vice President for Campus & Student Life, Office of Undergraduate Education
  - » *Measurement:* Improved rates of retention, persistence and completion for students identified as having “higher risk of failing;” goals to be identified
- b. Increasing focus on careers and vocation
  - » *Action:* Office of the Provost, Office of Undergraduate Education, School of Graduate Studies

- » *Measurement:* Careers and vocational plan developed and operational
- c. Increased capacity for mental health support for all students
  - » *Action:* Vice President for Campus & Student Life, Counseling & Testing Center
  - » *Measurement:* Improved space for Counseling & Testing Center; increasing capacity to respond more broadly to students' needs (on-campus and remote)

**6. Seeking to improve financial access for students at all levels.** This will include:

- a. Reviewing tuition levels and application of scholarships at undergraduate and graduate levels to ensure money is leveraged best to support students in need while meeting University goals
  - » *Action:* Vice President for Financial Administration, Assistant Vice President for Student Finance, Provost, Vice President for Strategy, Marketing & Enrollment, Associate Provost for Undergraduate Education, Associate Provost for Graduate Studies
  - » *Measurement:* Financial plans developed and operational
- b. Seeking for new grants to reach and support success of underrepresented communities
  - » *Action:* Office of the Provost, Vice President for University Culture & Inclusion
  - » *Measurement:* At least one new grant annually that will support underrepresented students

- c. Continuing to build University endowments to assist students
  - » *Action:* President, Vice President for University Advancement
  - » *Measurement:* Increase of endowment base for student scholarships at a minimum of \$1m annually and \$1.5m including realized gains and adding a minimum of \$3.5 scholarship endowment due to a land bequest

### Institutional Financial Impact:

1. Increasing tuition net revenue to reach an additional \$5m annually by the beginning of the 2025–26 academic year. Expenses attached to that increase should not exceed \$1m.
2. Increasing endowments for scholarships by \$8m, that would result in \$400,000 of funds at current endowment spending rate to offset the institutional portion that comes from the operating fund by the 2025–26 academic year.

**NET: \$4.4m**





**Storyline Two:** We will deepen and sharpen our community culture and sense of belonging to further enrich our world-changing experience and commitment.

*Andrews University is committed to a community culture where faith is active in service, evidenced in calling, and where institutional values are experienced in the University's commitment to diversity and inclusion, building leadership, encouraging holistic wellness and nurturing innovation. A robust liberal arts program, particularly as experienced in ACE or the J.N. Andrews Honors Program, and intentional graduate programming will bridge the students' academic experience with the community experience, and shared values will together increase the sense of belonging of all campus demographics. Together these become world changing.*

We will do this through:

- 1. Ensuring that faith engagement (active in service and evidenced in calling) remains core to all our values and our institutional story. This will include:**
  - a. Inviting all members of the campus community, its clubs and worship fellowships to see service as an integral part of belief and faith

- » *Action:* University Chaplain
- » *Measurement:* Spiritual Life Strategic Plan, annual faith surveys

- b. Inviting all members of the campus community to actively seek for God's calling in their lives
  - » *Action:* University Chaplain, Office of the Provost
  - » *Measurement:* Exit Surveys, Spiritual Life Strategic Plan
- c. Keeping the University's faith engagement core to the institutional saga and narrative
  - » *Action:* President, University Chaplain, Office of University Communication
  - » *Measurement:* Ongoing Spiritual Engagement Metrics

**2. Increasingly unifying our campus community culture around the pillars of faith engagement, diversity and inclusion, leadership, wellness and innovation.** This will include:

- a. Deepening the impact of the Office of University Culture & Inclusion by cohesive planning between the areas of faith engagement, diversity and inclusion, leadership, wellness and innovation
  - » *Action:* Vice President for University Culture & Inclusion
  - » *Measurement:* Strategic Plan and annual operational/programming plan
- b. Ensure that co-curricular and campus programming together tells a story of the importance of our campus culture
  - » *Action:* Vice President for University Culture & Inclusion, Vice President for

Campus & Student Life, Office of the Provost, Office of University Communication

- » *Measurement:* Ongoing review of programming and communication

**3. Unifying our co-curricular and curricular outcomes through both undergraduate and graduate programming, ACE outcomes and Institutional Outcomes.** This will include:

- a. Creating pathways that will encourage students to engage more deeply in the desired attitudes and competencies defined by the University
  - » *Action:* ACE Committee, Assessment Committee, Undergraduate Council, Graduate Council
  - » *Measurement:* Meeting the benchmark identified in the Institutional Outcomes
- b. Ensuring the total University experience requires a cohesive engagement by students in curricular and co-curricular expectations and opportunities through, for example, careful mapping with the Institutional Outcomes as the structural frame
  - » *Action:* Vice President for University Culture & Inclusion, Associate Provost for Undergraduate Education, Vice President for Campus & Student Life, Chair of the ACE Committee and relevant staff/faculty groups, Undergraduate Council, Graduate Council
  - » *Measurement:* Meeting the benchmarks identified in the Institutional Outcomes

**4. Deepening the commitment of the University and its employees to University values and culture and increasing the sense of belonging for all groups.** This will include:

- a. Increased focus in new employee orientation and employee professional development on University values and culture
  - » *Action:* Associate Vice President for Human Resources, Vice President for University Culture & Inclusion
  - » *Measurement:* Orientation programs/ videos and employee feedback
- b. Proactively deepening support of employees on their own faith and professional journeys, including opportunities for increasing holistic wellness
  - » *Action:* Associate Vice President for Human Resources, University Chaplain, Faculty and Staff Senates
  - » *Measurement:* Creation of plan based on employee survey (year one); development and implementation of support plan (years two–three)
- c. Reinforcing campus investment in liberal arts faculty, courses and professional development to improve critical thinking outcomes, interdisciplinary dialogue and fluency, and deepened ethical engagement with our core values
  - » *Action:* Provost, Associate Provost for Undergraduate Education
  - » *Measurement:* Creation of Liberal Arts Council to develop plans (year one): priority implementation (years two–three)

**5. Investing in employee development, nurture and succession planning, building capacity across the University in individuals who are equipped to respond to changes in higher education and have a passion for the mission of the University.** This will include:

- a. Focusing on faculty development opportunities to enrich their personal professional experience and their teaching/research
  - » *Action:* Center for Teaching & Learning, Office of Research & Creative Scholarship, Faculty Policies Committee, Faculty Senate
  - » *Measurement:* Faculty development reports, satisfaction surveys of faculty on professional growth
- b. Reviewing performance appraisals and pathways for personal and professional growth of employees, including sabbaticals
  - » *Action:* Associate Vice President for Human Resources
  - » *Measurement:* Performance appraisal policy development (year one) and implementation (years two–three)
- c. Intentionally moving salaries to a level that reflects the market within the frame of the church and University’s philosophy of service
  - » *Action:* Board of Trustees, Executive Council
  - » *Measurement:* Incremental salary increases to reach established goals approved by the Compensation Committee

- d. Intentionally seeking opportunities to expand the leadership and professional profiles of current employees of color and other minoritized groups, deepen their sense of belonging, and increase the numbers of such employees
  - » *Action:* Provost, Associate Vice President for Human Resources, Vice President for University Culture & Inclusion
  - » *Measurement:* Annual diversity report, annual research reports, increase in grants awarded
- c. Taking leadership in engaging and enriching Seventh-day Adventist education globally through relationships with other General Conference institutions and the world church and its divisions
  - » *Action:* Senior Administration, Deans Council
  - » *Measurement:* Increase of collaboration amongst institutions and identified points of engagement

**6. Sharpening the focus and engagement with the wider communities of which we are a part (church, international and local) to leverage our pillars (faith engagement, diversity and inclusion, leadership, wellness and innovation). This will include:**

- a. Creating a communication plan for engagement with the wider church at local, division and world levels, identifying ways of telling the Andrews University story with its true richness, and prioritizing ways of maximizing service to our constituents
  - » *Action:* President, Office of University Communication
  - » *Measurement:* Plan in place (year one) and operational (years two–three)
- b. Creating a communication plan for engagement with the local community, identifying ways of telling the Andrews University story and its role in the community, including priority ways Andrews University gives value-added quality to the community

**Institutional Financial Impact:**

Increasing salaries to reflect years of minimal or zero increases: \$3m (This does not include annual budgeted increases to meet inflation and other needs.) This would result in a 5 percent increase in current wages, including benefits, and would be in addition to annual increases due to regular operational increases.

**NET: (\$3m)**





**Storyline Three:** We will intentionally increase our resilience to bring rich and innovative planning to our future.

*Andrews University's mission is to educate students to be World Changers for the Seventh-day Adventist Church and the wider community. To continue effectively with this core mission, it will be critical for the University to increase its financial resilience and be committed to thoughtful innovative planning and change. This will strengthen the University at all levels as it continues to serve its students and constituents well beyond its 150th birthday.*

We will do this through:

- 1. Intentionally seeking diversified revenue streams to net an additional \$4m annually.** This will include:
  - a. The staged development of an adult education center, offering degree and non-degree (certificate) options in cooperation with selected partners
    - » **Action:** College of Education & International Partnerships
    - » **Measurement:** (1) Expansion to a minimum of two new partners and/or two new programs annually; financial goals

for revenue expansion to be not less than \$500,000 annually over the three-year period, a \$1.5m growth overall;  
(2) Expansion of AACU shared revenue initiative to net \$1.5m by 2025

- b. Growth of grant-writing capacity, with external and or internal writers
  - » *Action:* Office of the Provost, Office of Research & Creative Scholarship
  - » *Measurement:* 1–2 significant (\$250,000+) grants annually to support institutional strategy and mission
- c. Development of an Andrews Services Corporation to offer services to the community in person or remotely in connection to current and future academic programs
  - » *Action:* Office of the Provost, relevant academic colleges and departments
  - » *Measurement:* Business plan (year 1), pilot programs (year 2), revenue generation beginning (year 3)

## 2. Enabling the innovation center to be the hub of creating new opportunities. This will include:

- a. Staged development of an innovation program that moves from significant internal engagement to external funding/projects that provide a minimum of self-sustained income
  - » *Action:* Director of Innovation & Entrepreneurship
  - » *Measurement:* An operational plan with defined outcomes and measurements (year one) and operational (years two–three).

- b. The creation of a new innovation building that includes an ideation area, maker space and rooms for project development/external partners
  - » *Action:* Director of Innovation & Entrepreneurship, Vice President for Financial Administration
  - » *Measurement:* Building plan (year one) and execution (years two–three)

## 3. Focusing development and alumni support on building the future campus (human and physical) for 2025

- a. Continuing to focus on the expansion of endowment pools to support students, faculty and programs and direct scholarships for students
  - » *Action:* Vice President for University Advancement
  - » *Measurement:* An increase to the endowment base of a minimum of \$2m annually and total increase with realized gains at \$3m annually
- b. Developing case studies for priority building needs: Music, Health Professions (especially Nursing), Housing (family housing and undergraduate residence halls).
  - » *Action:* Vice President for University Advancement, in cooperation with relevant programs and departments
  - » *Measurement:* Case studies completed (year one), along with plans and progress in projects (years two–three)

- 4. Overhauling technology and process infrastructure.** This will include:
- a. Ensuring cybersecurity remains cutting-edge and that the IT systems are robust
    - » *Action:* Chief Information Officer, Andrews University and Dynamic Campus
    - » *Measurement:* Meeting the benchmarks outlined in the technology strategic plan
  - b. Streamlining operations and improving data accuracy through reviewing/replacing system infrastructure
    - » *Action:* Chief Information Officer, Andrews University and Dynamic Campus, Institutional Operations Committee
    - » *Measurement:* Meeting benchmarks outlined in the technology strategic plan; including institutional engagement on decisions related to Banner and other priorities
  - c. Improving campus capacity to use data for making timely decisions
    - » *Action:* Chief Information Officer, Andrews University and Dynamic Campus
    - » *Measurement:* User satisfaction and evidence of decisions being taken
  - d. Expansion of classroom technologies for flexible curriculum/program delivery
    - » *Action:* Provost, Vice President for Financial Administration
    - » *Measurement:* Campus-wide priority list and capital allocations to support approved priorities; evidence of use and value to campus growth

- 5. Refocusing campus planning decisions (facilities and land) on long-term resilience.** This will include:
- a. Financial modeling of various campus planning options, including student housing
    - » *Action:* Vice President for Financial Administration, Vice President for Campus & Student Life for housing, academic deans as relevant
    - » *Measurement:* Financial options in place for consideration (year one) and adoptions of appropriate plan(s) (years two–three)
  - b. Creating a priority timeline of campus developments (infrastructure, buildings and land) for 10 years
    - » *Action:* President in collaboration with Vice President for University Advancement and Vice President for Financial Administration
    - » *Measurement:* Plan completion with implementation timeline
  - c. Seeking financial solutions for meeting priority needs through external and internal funding
    - » *Action:* President in collaboration with Vice President for University Advancement and Vice President for Financial Administration
    - » *Measurement:* Staged financial plan in place with goals (year one); goals reached per plan (years two–three)



## Institutional Financial Impact

1. New revenue sources providing \$5m annually by the 2025–26 academic year (Adult Education Center, AACU PSI, Andrews Services Corporation, Innovation Center)
2. Endowment increases of \$1.5m annually (in addition to the \$1.5m in scholarships (see Access storyline above) to increase returns \$225,000 annually by \$2025–26 from an increase of \$4.5m to funds
3. Increasing grant income to offset operating expenses by \$250,000 annually
4. Creation of University project innovation fund of \$500,000 annually
5. Discontinuation of family housing income to support operations—cost of \$1.5m annually

**NET: \$3.475m**

**TOTAL NET: \$4.875m**







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