Andrews University Strategic Plan

Academic Year 2024–25 *through*
Academic Year 2026–27

Andrews University

World Changers Made Here.

Our Story

Andrews University has always been a place of belonging and a place for world changers. From its beginnings in 1874 as Battle Creek College, then as Emmanuel Missionary College from 1901 to 1960, what is 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. How that world-changer commitment is worked out changes with the times, yet at 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.

Today 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. At the same time, there are also significant opportunities.

In this strategic plan for Academic Year 2024–25 through Academic Year 2026–27, 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 that to do this, we must strengthen our resilience. As we seek to expand our revenue base, we will find new resources to allow us to do what we do well, even better!

Andrews University

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

We will do this through:

1. **Identifying new pathways to an Andrews educational experience for FTIAC students and making market and mission-driven program adjustments. This will include:**

a. Broadening affordable, pre-baccalaureate options (e.g., associate degrees, certificates) largely within existing resources, with cohesive connections to bachelor level degrees.
   RESPONSIBLE: *Dean of Undergraduate Education (Lead), Chief Academic Officer, Deans Council and relevant colleges*

   KPIs for AY 2024–25
   » To increase enrollment in pre-baccalaureate programs by 15% over the current baseline of 30 students

   KPIs for AY 2025–26
   » To increase enrollment in pre-baccalaureate programs by 15% over the baseline of the prior year

   KPIs for AY 2026–27
   » To increase enrollment in pre-baccalaureate programs by 15% over the baseline of the prior year

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.
   RESPONSIBLE: *Vice President for Strategy, Marketing & Enrollment (Lead), in collaboration with Institutional Operations Committee and Academic Operations and Policy Committee*

   KPIs for AY 2024–25
   » Increase undergraduate enrollment of FTIAC students by 10% over the current baseline of 272 (Fall only) and 289 (12 month annually)

   KPIs for AY 2025–26
   » Increase undergraduate enrollment of FTIAC students by 10% over the baseline of the prior year for both Fall and 12-month census

   KPIs for AY 2026–27
   » Increase undergraduate enrollment of FTIAC students by 10% over the baseline of the prior year for both Fall and 12-month census

c. Reviewing and adjusting current curriculum and program options considering current market interests and fit to institutional mission.
   RESPONSIBLE: *Dean of Undergraduate Education (Lead), Chief Academic Officer, and Dean of Graduate Education in consultation with Vice President for Strategy, Marketing & Enrollment*

   KPIs for AY 2024–25
   » Introduce at least one new or adjusted program that is supported by market study and incorporating a marketing strategy
   » Program length for all BA/BS programs set to a determined range of credits
   » Total enrollment goals set and monitored for each program

   KPIs for AY 2025–26
   » Introduce at least one new or adjusted program that is supported by market study and incorporating a marketing strategy

   KPIs for AY 2026–27
   » Introduce at least one new or adjusted program that is supported by market study and incorporating a marketing strategy

d. Working cooperatively with our Alumni Association to partner with alumni in sharing the richness of Andrews University opportunities with parents and prospective students.
   RESPONSIBLE: *Vice President for University Advancement (Lead), Vice President for Strategy, Marketing & Enrollment; Director of Alumni Services*

   KPIs for AY 2024–25
   » Increase the number of Alumni events from the current average of 9 per year to 14

» Increase by 50% the event attendance as compared with 2023–2024 attendance

» Determine baseline of Legacy enrollments for the purpose of growing that number over time.

KPIs for AY 2025–26

» Increase the engagement with young adults through at least one targeted event

» Increase the event attendance by 10% from the prior year

» Increase Legacy enrollments by 5% over the prior year

KPIs for AY 2026–27

» Increase the engagement with young adults through at least 3 targeted events

» Increase the event attendance by 10% from the prior year

» Increase Legacy enrollments by 5% over the prior year

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.
RESPONSIBLE: *President (Lead), Vice President for Strategy, Marketing & Enrollment, Dean of Undergraduate Education, Assistant to the President for Systems and Operations*

KPIs for AY 2024–25

» Increase transfer population 20% to 109 students (Fall only) and 149 students (12-month annually), based on 2023-24 statistics of 91 and 124

KPIs for AY 2025–26

» Increase transfer population 25% over the Fall only and 12-month statistics of the prior academic year

KPIs for AY 2026–27

» Increase transfer population 28% over the Fall only and 12-month statistics of the prior academic year

b. Identifying target areas for growth in non-traditional students and transfer students, such as community colleges, marketplace and degree-completion students.
RESPONSIBLE: *Director of the Center for Adult and Online Study Services (Lead), Vice President for Strategy, Marketing & Enrollment, Dean of Undergraduate Education, Assistant to the President for Systems and Operations, Adult Education Center*

KPIs for AY 2024–25

» Develop a strategic marketing plan that identifies new markets, student populations and marketing strategies

KPIs for AY 2025–26

» Implement marketing plan with a target of 15% growth in enrollment for adult degree completion

KPIs for AY 2026–27

» Review marketing strategies to identify successful strategies and eliminate those that have been unsuccessful

» Grow enrollment for adult degree completion by 25% of 2025-2026 numbers

c. Deepening advising (including career advising) support to improve retention, persistence and completion of undergraduate students.
RESPONSIBLE: *Dean of Undergraduate Education (Lead), Chief Academic Officer, Office of Undergraduate Education, Assistant to the President for Systems and Operations*

KPIs for AY 2024–25

» Maintain retention rate at or above 85% for FTIACs

» Create formal retention plan for FTIACs and transfer students

» Maintain 6-year graduation rate at or above 64% for all Undergraduate students

KPIs for AY 2025–26

» Implement formal retention plan

» Create formal persistence and graduation plan and determine appropriate targets

KPIs for AY 2026–27
» Review and update retention plan based on AY 2025–26 retention numbers
» Implement appropriate targets based on the retention, persistence and graduation plans

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

a. Expanding target international markets through partnerships.
RESPONSIBLE: *Dean of College of Education and International Services (Lead), Assistant to the President for Mission and Culture, International Education Office, Chief Academic Officer*

KPIs for AY 2024–25
» Develop a strategy for international partnerships that is grounded in mission and promotes financial growth and includes a periodic review process
» Develop two new partnership agreements that both align with mission and grow the institution financially

KPIs for AY 2025–26
» Review current partnerships for contribution to mission and financial growth
» Develop two new partnership agreements that both align with mission and grow the institution financially

KPIs for AY 2026–27
» Develop two new partnership agreements that both align with mission and grow the institution financially

b. Ensuring effective campus programs and processes are in place for integrating international students to the campus.
RESPONSIBLE: *Associate Dean for International Education, International Student Services Office (Lead), Vice President for Campus & Student Life*

KPIs for AY 2024–25
» Maintain retention rate at or above 75% for international students

» Create formal retention plan for international students
» Maintain 6-year graduation rate at or above 84% for all international students

KPIs for AY 2025–26
» Implement formal retention plan
» Create formal persistence and graduation plan and determine appropriate targets

KPIs for AY 2026–27
» Review and update retention plan based on AY 2025–26 retention numbers
» Implement appropriate targets based on the retention, persistence and graduation plans

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

a. Increasing undergraduate-graduate degree paths.
RESPONSIBLE: *Chief Academic Officer (Lead), Vice President for Strategy, Marketing & Enrollment, Dean of Graduate Education*

KPIs for AY 2024–25
» Addition of a minimum of one new program that has an Undergraduate-Graduate degree path

KPIs for AY 2025–26
» Addition of a minimum of one new program that has an Undergraduate-Graduate degree path

KPIs for AY 2026–27
» Addition of a minimum of one new program that has an Undergraduate-Graduate degree path

b. Expanding partnerships with potential undergraduate feeder programs and institutions.
RESPONSIBLE: *Dean of Graduate Education (Lead), Dean of Undergraduate Education, Graduate Marketing Council, Vice President for Strategy, Marketing & Enrollment*

KPIs for AY 2024–25
» Create a strategic marketing plan to grow enrollment in current adult degree programs and to identify new programs with defined market need
» Create a strategic plan to identify key bridge programs within the University

KPIs for AY 2025–26
» Implement strategic plan by expanding degree offerings by at least one new program
» Increase enrollment in adult degree programs by 10%
» Launch at least one bridge program within the University

KPIs for AY 2026–27
» Add two more degree programs
» Increase enrollment by 15% over 2025-2026 figures

c. Targeted growth in program options in support of market needs, particularly online.
RESPONSIBLE: *Dean of Graduate Education (Lead), Graduate Marketing Council, Vice President for Strategy, Marketing & Enrollment*

KPIs for AY 2024–25
» Create a unified plan across Colleges for online graduate program development
» Rollout of 3 new programs

KPIs for AY 2025–26
» Monitor unified plan across Colleges for online graduate program development
» Rollout of 3 new programs

KPIs for AY 2026–27
» Update unified plan across Colleges for online graduate program development
» Rollout of 3 new programs

d. Improving graduate support services and setting up systems to track/manage student progression.
RESPONSIBLE: *Dean of Graduate Education (Lead), Graduate Council*

KPIs for AY 2024–25
» Create a graduate support structure, with measurable action plans and outcomes
» Develop goals and a tracking system for persistence and completion for all graduate programs, targeting a persistence rate of 85%

KPIs for AY 2025–26
» Implement graduate support structure, with measurable action plans and outcomes
» Maintain a persistence rate of 85%

KPIs for AY 2026–27
» Monitor and update graduate support structure, with measurable action plans and outcomes
» Maintain a persistence rate of 85%

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.
RESPONSIBLE: *Director Student Success Center (Lead), Chief Academic Officer, Vice President for Campus & Student Life, Undergraduate Education Office*

KPIs for AY 2024–25
» Establish an academic support resource advisory team
» Develop a master plan for student academic support services which identifies needs for staffing and services
» Determine the baseline rates of retention, persistence and completion for students identified as having "higher risk of failing"

KPIs for AY 2025–26
» Implement the master plan for academic support services
» Continue to collect the baseline rates of retention, persistence and completion for students identified as having "higher risk of failing"

» Improve rates of retention, persistence and completion for students identified as having "higher risk of failing.' Note: goals to be identified with Student Success Director

KPIs for AY 2026-27
» Improve rates of retention, persistence and completion for students identified as having 'higher risk of failing." Note: goals to be identified with Student Success Director

b. Increasing focus on careers and vocation.
RESPONSIBLE: *University Chaplain (Lead), Chief Academic Officer, Undergraduate Education Office, Graduate Office, Career Advisor*

KPIs for AY 2024–25
» Develop and implement careers and vocational plan
» Establish operational budget for Career Services Director/Advisor FTE and department
» Complete both grant requirements and reports
» Identify which metrics are lead measures and establish baseline data

KPIs for AY 2025–26
» Increase lead measures by 10% over baseline

KPIs for AY 2026–27
» increase lead measures by 10% over prior year

c. Increased capacity and reach that includes expanded prevention strategies for mental health services and support for all students.
RESPONSIBLE: *Counseling & Testing Director (Lead), Vice President for Campus & Student Life, Assistant Vice President for Campus & Student Life*

KPIs for AY 2024–25
» Develop an educational plan for the campus that will increase capacity to respond more broadly to students' need (on campus and remote)
» Increase usage of Telehealth services by 5% from baseline of 108
» Apply for grant funding to strengthen mental health services
» Provide campus-wide symposium on Mental Health awareness and response strategies

KPIs for AY 2025–26
» Attract and retain a fully licensed psychologist to the CTC Team
» Increase usage of Telehealth services by 5% from previous year

KPIs for AY 2026–27
» Apply for grant funding to strengthen mental health services
» Improved space for the Counseling & Testing Center
» Provide at least 1 mental health campus-wide symposium on Mental Health awareness and response strategies per semester

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 level to ensure money is leveraged best to support students in need while meeting University goals.
RESPONSIBLE: *Vice President for Financial Administration (Lead), Assistant Vice President for Student Finance, Chief Academic Officer, Vice President for Strategy, Marketing & Enrollment, Dean of Undergraduate Education, Dean of Graduate Education*

KPIs for AY 2024–25
» Creation of new Tuition Costing method

KPIs for AY 2025–26
» Implementation of new Tuition Costing method

KPIs for AY 2026–27
» Expansion of Andrews Gift monies for needy students, by 5% through direct scholarships

b. Seeking for new grants to reach and support success of underrepresented communities.
RESPONSIBLE: *Associate Dean for Research and Grants, (Lead), Office of Research & Creative Scholarship, Chief Academic Officer, Assistant to the President for Mission and Culture*

KPIs for AY 2024–25
» Submit at least five new grant applications that will support underrepresented students

KPIs for AY 2025–26
» Submit at least five new grant applications that will support underrepresented students

KPIs for AY 2026–27
» Submit at least five new grant applications that will support underrepresented students

c. Continuing to build University endowments to assist students.
RESPONSIBLE: *Vice President for Advancement (Lead), President*

KPIs for AY 2024–25
» Increase the endowment base for student scholarships by a minimum of $1m ($1.5m including realized gains), $250K per quarter would be raised in new endowment funds (target = 4 new student scholarship endowments per fundraiser [1 per month] per fundraiser per quarter)

KPIs for AY 2025–26
» Increase the endowment base for student scholarships by a minimum of $1m ($1.5m including realized gains), $250K per quarter would be raised in new endowment funds (target = 4 new student scholarship endowments per fundraiser [1 per month] per fundraiser per quarter)

KPIs for AY 2026–27
» Increase the endowment base for student scholarships by a minimum of $1m ($1.5m including realized gains), $250K per quarter would be raised in new endowment funds (target = 4 new student scholarship endowments per fundraiser [1 per month] per fundraiser per quarter)

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

Andrew's 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 AU Honors program, and intentional graduate programming will bridge the students' academic experience with the community experience. 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.
RESPONSIBLE: *University Chaplain (Lead)*

KPIs for AY 2024–25
» Implement service-related components of the Spiritual Life Master Plan, and update based on annual faith surveys and assessments
» Establish baselines from faith surveys and recommend service-related growth targets

KPIs for AY 2025–26
» Implement Spiritual Life Master Plan, and update based on annual faith surveys and assessments
» Increase identified service-related growth targets by 10% from baseline

KPIs for AY 2026–27
» Implement Spiritual Life Master Plan, and update based on annual faith surveys and assessments

» Increase identified service-related growth targets by 10% from prior year

b. Inviting all members of the campus community to actively seek for God's calling in their lives.
RESPONSIBLE: *University Chaplain (Lead), Chief Academic Officer, Career Advisor, Chair of Religion and Biblical Languages Department*

KPIs for AY 2024–25
» Implement calling-related components of the Spiritual Life Master Plan, and update based on annual faith surveys and assessments
» Establish baselines from faith surveys and recommend calling-related growth targets

KPIs for AY 2025–26
» Implement Spiritual Life Master Plan, and update based on annual faith surveys and assessments
» Increase identified calling-related growth targets by 10% from baseline

KPIs for AY 2026–27
» Implement Spiritual Life Master Plan, and update based on annual faith surveys and assessments
» Increase identified calling-related growth targets by 10% from prior year

KPIs for AY 2024-25
» Implement calling-related components of the Spiritual Life Master Plan, and update based on annual faith surveys and assessments

c. Keeping the University's faith engagement core to the institutional saga and narrative.
RESPONSIBLE: *President (Lead), University Chaplain, University Communication*

KPIs for AY 2024–25
» Develop and implement survey items to establish baselines for the following faith engagement metrics: frequency with which students engage in Bible study, frequency with which students attend a non-required worship (church, vespers), and number of students regularly involved in small groups and short-term missions, among others
» Feature the faith engagement core of Andrews university in at least two communication release items each month, at least one of which will be released on social media in a youth-engaging format and one of which will be targeted to parents and other adult members of the constituency

KPIs for AY 2025–26
» Develop and implement strategies to increase by 10% the following faith engagement metrics: frequency with which students engage in Bible study, frequency with which students attend a non-required worship (church, vespers), and number of students regularly involved in small groups and short-term missions, among others
» Feature the faith engagement core of Andrews university in at least three communication release items each month, at least two of which will be released on social media in a youth-engaging format and one of which will be targeted to parents and other adult members of the constituency

KPIs for AY 2026–27
» Develop and implement strategies to increase by 10% the following faith engagement metrics: frequency with which students engage in Bible study, frequency with which students attend a non-required worship (church, vespers), and number of students regularly involved in small groups and short-term missions, among others
» Feature the faith engagement core of Andrews university in a weekly communication release item, including items on social media in a youth-engaging format and items which will be targeted to parents and other adult members of the constituency

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

a. Deepening the impact of the area of Institutional Mission and Culture by cohesive planning between the areas of faith engagement, diversity and belonging, leadership, wellness and innovation.
RESPONSIBLE: *Assistant to the President for Mission & Culture (Lead)*

KPIs for AY 2024–25
» Develop and implement a cohesive plan to promote our core values across our student and employee populations, which would include at least one significant initiative by a key entity for each value
» Develop and implement survey items that will indicate the level of commitment of incoming students, graduating students and employees to our core values, to establish baseline data

KPIs for AY 2025–26
» Extend and implement a cohesive plan to promote our core values across our student and employee populations, which would include at least one significant initiative by an additional entity for each value
» Continue to track commitment to core values as evidenced by the results of the survey items, and identify strategies that could be useful in deepening that commitment

KPIs for AY 2026–27
» Extend and implement a cohesive plan to promote our core values across our student and employee populations, which would include at least one significant initiative by a third entity for each value
» Achieve a measurable increase in the levels of commitment to core values by employees, and significant growth from incoming students to graduating students

b. Ensure that co-curricular and campus programming together tell a story of the importance of our campus culture.
RESPONSIBLE: *Assistant to the President for Mission & Culture (Lead), Assistant Vice President for Student Development, Vice President for Campus and Student Life, Chief Academic Officer, University Communication*

KPIs for AY 2024–25
» Establish a Steering Committee to shape and identify a range of communication tactical approaches and plan regarding the importance of campus culture

KPIs for AY 2025–26
» Implement basic tactical communication plan regarding the importance of campus culture
» Develop and implement an assessment plan

KPIs for AY 2026–27
» Implement next phase of the tactical communication plan regarding the importance of campus culture incorporating the results from the assessment

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

a. Ensuring the total University experience requires a cohesive engagement by undergraduate students in curricular and co-curricular expectations and opportunities through, for example, careful mapping with the Institutional Outcomes as the structural framework.
RESPONSIBLE: *Dean of Undergraduate Education (Lead), Assistant Vice President for Student Development, Associate Vice President for Assessment and Accreditation, ACE Committee Chair*

KPIs for AY 2024–25
» Develop and approve a proposal and a four-year implementation plan of a redesigned formal co-curriculum in the context of

University values and whole-person education that integrates with University academic frameworks

KPIs for AY 2025–26

» Implement first phase of the resigned formal co-curriculum
» Prepare the next phase of the resigned formal co-curriculum for implementation

KPIs for AY 2026–27

» Implement the final phase of the resigned formal co-curriculum

b. Ensuring the total University experience requires a cohesive engagement by graduate students in curricular and cocurricular expectations and opportunities through, for example, careful mapping with the Institutional Outcomes as the structural frame.

RESPONSIBLE: *Dean of Graduate Education, Assistant Vice President for Student Development (Lead), Assistant Vice President for Student Development, Vice President for Campus & Student Life, Graduate Council, Office of Institutional Effectiveness*

KPIs for AY 2024–25

» Identify baselines based on appropriate instruments that measure the Institutional Outcomes
» Develop curriculum maps that link to the Institutional Outcomes
» Conduct a needs assessment in the areas of lifelong learning skills, whole-person, and professional development

KPIs for AY 2025–26

» Identify growth targets based on the needs assessment and develop strategies to foster growth in lifelong learning skills, whole-person and professional development
» Identify growth targets based on the findings of the measurement of the Institutional Outcomes

KPIs for AY 2026–27

» Move significantly toward the growth targets of the Institutional Outcomes
» Implementing high impact strategies to foster growth in lifelong learning skills, whole-person and professional development

4. **Deepening the commitment of the university and its employees to University values and culture. This will include:**

a. Increased focus in new employee orientation and employee professional development on university values and culture.
RESPONSIBLE: *Associate Vice President for Human Resources (Lead), Assistant to the President for Mission & Culture, Center for Teaching and Learning Director*

KPIs for AY 2024–25

» Develop a framework to incorporate the university values in the fabric of the institution including but not limited to teaching and learning, decision-making, and resource allocation
» 90% of all new employees will have been exposed to the University values and mission
» 90% of all new employees will have gone through New Hire Orientation

KPIs for AY 2025–26

» Develop a curriculum and materials to incorporate the university values in the fabric of the institution including but not limited to teaching and learning, decision-making, and resource allocation
» 90% of all new employees will have been exposed to the University values and mission
» 90% of all new employees will have gone through New Hire Orientation

KPIs for AY 2026–27

» Assess the framework and curriculum materials created in 2024–2026. 90% of all new employees will have been exposed to the University values and mission
» 90% of all new employees will have gone through New Hire Orientation

b. Proactively deepening support of employees on their own faith and professional journeys, including opportunities for increasing holistic wellness.
RESPONSIBLE: *Associate Vice President for Human Resources (Lead), University Chaplain, faculty and staff senates*

KPIs for AY 2024–25
» Development of a faith action plan based on the 2024 Gallup faith engagement question
» Develop and implement employee related components from the Spiritual Life Masterplan and assess effectiveness and needs

KPIs for AY 2025–26
» Increase of 0.15 points on the Gallup survey from a baseline of 4.48 score on the faith question
» Develop and implement employee related components from the updated Spiritual Life Masterplan and assess effectiveness and needs

KPIs for AY 2026–27
» Increase of 0.15 points on the Gallup survey from a baseline of prior year score on the faith question
» Develop and implement employee related components from the updated Spiritual Life Masterplan and assess effectiveness and needs

c. Reinforcing campus investment in liberal arts faculty, courses, and professional development as part of Andrews University's unique undergraduate identity, integrating key strengths of diversity, pedagogy, scholarship and research to enhance critical thinking outcomes, interdisciplinary dialogue and fluency, and deepened ethical engagement with our core values.
RESPONSIBLE: *Dean of Undergraduate Education (Lead), Chief Academic Officer*

KPIs for 2024–2025
» Professional creation and maintenance of a Liberal Arts website for prospective students and families
» Fund faculty visits to academies and churches

KPIs for 2025–2026
» Collaborate with the ACE Committee to identify and develop a first-year curriculum
» Establish at least one advisory council designed to increase support for student learning opportunities, mentorship, career advising and collaboration from alumni and community partners

KPIs for 2026–2027
» Implement first-year curriculum
» Establish at least one additional advisory council designed to increase support for student learning opportunities, mentorship, career advising and collaboration from alumni and community partners

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 employee development opportunities to enrich their personal professional experience.
RESPONSIBLE: *Chief Learning Officer (Lead), Office of Research and Creative Scholarship, Office of Human Resources, Faculty Policies Committee, Faculty Senate*

KPIs for AY 2024–25
» 80% completion of Faculty Activity Reports (FAR)
» Development of an Employee Professional Growth Plan framework
» Development of a framework for a variety of paths for professional advancement
» Development and implementation of a framework of standards for professional learning
» Development of a performance appraisal policy

KPIs for AY 2025–26
» Development of employee professional growth satisfaction assessment including an emphasis on degree completion
» Implement the employee professional growth assessment
» 90% of employees participating in performance appraisal
» Development of a Succession Planning program

KPIs for AY 2026–27
» Increase employee participation in professional growth by 10% over the prior year
» 95% of employees participating in performance appraisal

b. Intentionally moving salaries to a level that reflects market within the frame of the church and university's philosophy of service.
   RESPONSIBLE: *President (Lead), Board of Trustees, Executive Council*

   KPIs for AY 2024–25
   » Implement an average 1% salary increase

   KPIs for AY 2025–26
   » Implement an average % salary increase that corresponds to the average % increase in tuition for the academic year

   KPIs for AY 2026–27
   » Implement an average % salary increase that corresponds to the average % increase in tuition for the academic year

c. Intentionally seeking opportunities to expand the leadership and professional profiles of current employees of color and other minority groups, deepen their sense of belonging and increase the numbers of such employees.
   RESPONSIBLE: *Assistant to the President for Mission & Culture (Lead), Associate Vice President for Human Resources, President*

   KPIs for AY 2024–25
   » Conduct a formal assessment of the trends evidenced in the annual diversity report and identify areas to be addressed
   » Develop strategies that seek to address expanding leadership and professional profiles of current employees of color and other minority groups
   » Develop and implement strategies that ensure employment opportunities at Andrews University are accessible to diverse populations

   KPIs for AY 2025–26
   » Monitor the formal assessment of the trends evidenced in the annual diversity report and identify any additional areas to be addressed
   » Assess the effectiveness of the strategies that seek to address expanding leadership and professional profiles of current employees of color and other minority groups

» Assess and refine strategies that ensure employment opportunities at Andrews University are accessible to diverse populations

KPIs for AY 2026–27
» Monitor the formal assessment of the trends evidenced in the annual diversity report and identify any additional areas to be addressed
» Assess the effectiveness of the strategies that seek to address expanding leadership and professional profiles of current employees of color and other minority groups, demonstrating progress in each of these areas
» Assess and refine strategies that ensure employment opportunities at Andrews University are accessible to diverse populations, demonstrating progress

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 AU story with its true richness, and prioritizing ways of maximizing service to our constituents.
   RESPONSIBLE: *Director of University Communication (Lead), President*

   KPIs for AY 2024–25
   » Increase placements in church media by 10% over current baseline (TBD at end of 2023–24 year)

   KPIs for AY 2025–26
   » Increase placements in church media by 10% over previous year

   KPIs for AY 2026–27
   » Increase placements in church media by 10% over previous year

b. Creating a communication plan for engagement with the local community, identifying ways of telling the Andrews story and its role in the community, including priority ways Andrews gives value-added-quality to the community (participation in local events, parades, community engagement, service day and more).

    RESPONSIBLE: *Vice President for Strategy, Marketing and Enrollment (Lead), President, University Communication*

    KPIs for AY 2024–25
    » Increase total social media followers by 10% over current baseline of 122,775
    » Develop and implement a promotional plan for raising awareness in the community of campus events
    » Develop a mechanism to report involvement to determine baseline of current community presence in relation to engagement and promotion

    KPIs for AY 2025–26
    » Increase total social media followers by 10% over previous year

    KPIs for AY 2026–27
    » Increase total social media followers by 10% over previous year

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

    RESPONSIBLE: *President (Lead), Senior Administration, Deans Council*

    KPIs for AY 2024–25
    » Host at least one event on the Andrews campus that strengthens relationships with other General Conference institutions and/or with the world church and its divisions
    » Initiate at least one signed MOU of collaboration with another entity in the worldwide network of Seventh-day Adventist education

    KPIs for AY 2025-26
    » Host at least two events on the Andrews campus that strengthen relationships with other General Conference institutions and/or with the world church and its divisions

» Initiate at least one signed MOU of collaboration with another entity in the worldwide network of Seventh-day Adventist education

KPIs for AY 2026-27
» Host at least two events on the Andrews campus that strengthen relationships with other General Conference institutions and/or with the world church and its divisions
» Initiate at least two signed MOUs of collaboration with other entities in the worldwide network of Seventh-day Adventist education

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

Andrew's 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 into the future.

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.
RESPONSIBLE: *Dean of College of Education and International Services (Lead)*

KPIs for AY 2024–25
» 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
» Expansion of AACU shared revenue initiative to net $0.5m by 2025

KPIs for AY 2025–26
» 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
» Expansion of AACU shared revenue initiative to net $1m by 2026

KPIs for AY 2026–27
» 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
» Expansion of AACU shared revenue initiative to net $1.5m by 2027

b. Growth of grant-writing capacity, with external and/or internal writers.
RESPONSIBLE: *Chief Academic Officer (Lead), Office of Research & Creative Scholarship*

KPIs for AY 2024–25
» 1–2 significant ($250,000+) grants annually to support institutional strategy and mission
» Review grant writing process across the institution to determine efficiency

KPIs for AY 2025–26
» 1–2 additional significant ($250,000+) grants annually to support institutional strategy and mission

KPIs for AY 2026–27
» 1–2 additional 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.
RESPONSIBLE: *Assistant to the President for Strategic Enterprise (Lead), Chief Academic Officer, relevant academic colleges and departments*

KPIs for AY 2024–25
» $60,000 contribution to Andrews Service Corporation (ASC) overhead

KPIs for AY 2025–26
» $10,000 positive cash flow, after full coverage of ASC overhead

KPIs for AY 2026–27
» $50,000 positive cash flow, after full coverage of ASC overhead

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.

RESPONSIBLE: *Director of Innovation and Entrepreneurship (Lead) Year over year, acquire a growing portfolio of investments from a combination of grants and sponsorships. As this portfolio grows, we will build a larger portfolio of sponsorships.*

KPIs for AY 2024–25
» Develop a portfolio of 80% grants, 20% sponsorships

KPIs for AY 2025–26
» Grow the portfolio with 60% grants, 40% sponsorships

KPIs for AY 2026–27
» Continue to grow the portfolio with 20% grants, 80% sponsorships
» Note: Epic Grant to support industry relationships of $400,000 from the NSF was received for 3 years, and first 1/3 should come in September 2024

b. The creation of a new innovation building that includes an ideation area, maker space and rooms for project development/external partners.

RESPONSIBLE: *Director of Innovation and Entrepreneurship (Lead), Vice President for Financial Administration*

KPIs for AY 2024–25
» Design refinement and construction documents, along with fundraising of a minimum of 80% of construction budget

KPIs for AY 2025–26
» Launch construction of foundation, shell and interior

KPIs for AY 2026–27
» Building operational, inauguration of building – open for academic and non-academic activities

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

a. Continue to focus on the expansion of endowment pools to support students, faculty and programs and direct scholarships for students. Record an increase to the endowment base (currently $66m), by a minimum of $2m annually and total increase with realized gains of $3m ($66m x 5% = $69.3m) annually.

RESPONSIBLE: *Vice President for Advancement (Lead) in cooperation with the Development and Planned Giving departments*

KPIs for AY 2024–25
» $170K per month would be raised in new endowment funds (target = 11 new endowments; 2–3-per fundraiser (at => $15,000.00)

KPIs for AY 2025–26
» $170K per month would be raised in new endowment funds (target = 11 new endowments; 2–3-per fundraiser (at => $15,000.00) OR 1–2 new estate plan gifts per quarter per fundraiser at $83K per plan

KPIs for AY 2026–27
» $170K per month would be raised in new endowment funds (target = 11 new endowments; 2–3-per fundraiser (at => $15,000.00) OR 1–2 new estate plan gifts per quarter per fundraiser at $83K per plan

b. Developing case studies for priority building needs: Music, Health Professions, especially Nursing, Housing (family housing and undergraduate residence halls).

RESPONSIBLE: *Vice President for Advancement (Lead), in cooperation with relevant programs and departments*

KPIs for AY 2024–25
» Music Building Plan completed; Health Professions Building (includes new Nursing facilities) Plan completed; Lamson/Maranatha Plan Initiated; Capital Campaign Case Study completed (August 2024)

KPIs for AY 2025–26
» Apartment Renovation Plan Drafted; Lamson/Maranatha Plan Completed; Capital Campaign Case Study Priorities reviewed and additional builds determined.

KPIs for AY 2026–27
» Undergraduate residence hall plans drafted

4. **Overhauling technology and process infrastructure. This will include:**

a. Ensuring cyber security remains cutting edge and that the IT systems are robust.

RESPONSIBLE: *Vice President for Financial Administration (Lead), Chief Information Officer, Chief Information System Officer*

KPIs for AY 2024–25
» Meeting the benchmarks outlined in the technology master plan

KPIs for AY 2025–26
» Review of strength of the IT system yearly by the CISO to identify weaknesses, if they exist, and then address them.
» Ensure that there are enough capital resources to address safety concerns that need to be cared for

KPIs for AY 2026–27
» Cybersecurity process improvement
» Improve upon current cybersecurity environment and investments
» Continue to mitigate the evolving cyber threats against Andrews by leveraging penetration testing, endpoint protection and vulnerability scanning
» Continue to support cybersecurity compliance requirements including security awareness training
» Do an assessment on the need for a 24/7 security operations center (SOC)

b. Streamlining operations and improving data accuracy through review and updates to business process, system and technology infrastructure.

RESPONSIBLE: *Assistant to the President for Systems and Operations (Lead), Chief Information Officer, Institutional Operations Council, and Data Governance Committee*

KPIs for AY 2024–25
» Meeting the benchmarks outlined in the technology master plan; including institutional engagement on decisions related to enterprise applications and other priorities

» Establish criteria and complete review for operational and service areas
» Identify priorities for major cross-functional business improvement projects based on review (focus groups, surveys) to inform future KPIs
» Create a centralized scheduling model and plan with phased implementation for classes, events and calendar management with KPIs to be determined in subsequent years

KPIs for AY 2025–26
» Complete 3–6 business process/data governance projects of mixed scope

KPIs for AY 2026–27
» Evaluate and assess outcomes from projects from the previous year
» Complete 3–6 business process/data governance projects of mixed scope

c. Improving campus capacity to use data for making timely decisions.

RESPONSIBLE: *President (Lead), Chief Information Officer, Director of Institutional Research, Assistant to the President for Systems and Operations, IOC and Dynamic Campus*

KPIs for AY 2024–25
» Completion of Advanced Dashboard metrics (30 metrics)
» Complete finance tool kit for Financial Administration— comparative financial analysis using IPEDS data
» Create a data definition dictionary and user's guide as part of the dashboard that helps ensure the integrity and reliability of the metrics dashboard
» Provide training for the data lifecycle, which may include the development of a user's manual

KPIs for AY 2025–26
» Continued improvements to finance tool kit for Financial Administration

KPIs for AY 2026–27
» Complete advanced forecasting (predictive/prescriptive) tool kit for Financial Administration

d. Expansion of classroom technologies for flexible curriculum/ program delivery.

RESPONSIBLE: *Vice President for Financial Administration (Lead), Chief Academic Officer, Chief Information Officer, IOC, ITS—AV/Classroom Tech, Center for Digital Learning and Instructional Technology, Center for Teaching and Learning*

KPIs for AY 2024–25
» Equip 3 additional classrooms with technologies for flexible program delivery, based on assessment and prioritization of technology needs

KPIs for AY 2025–26
» Evaluate evidence of use and determine value to campus growth
» Work with the Registrar's office and the Chief Academic Officer to better utilize classroom space across the campus, with smart classroom utilization reaching a minimum of 25% usage by courses that require this modality

KPIs for AY 2026–27
» Work towards having 50% of classroom space be technologically adequate, including, but not limited to, smart classrooms

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.

RESPONSIBLE: *Vice President for Financial Administration (Lead), Vice President for Campus & Student Life for housing, Assistant Vice President for Residence Life, Assistant to the President for Mission and Culture, Academic Deans as relevant*

KPIs for AY 2024–25
» Complete the second phase of the renovation in Lamson Hall
» Renovate 25 units of University apartments
Create a communication strategy for promoting the results of the renovation process

KPIs for AY 2025–26
» Complete final phase of Lamson Hall renovation
» Provide an additional building for women's residential needs.
» Creation of plan to address graduate housing needs, including units for larger families
» Renovate an additional 25 units of University apartments

KPIs for AY 2026–27
» Start implementation of the plan for graduate student housing
» Renovate an additional 25 units of University apartments

b. Creating a priority timeline of campus developments (infrastructure, buildings, and land) for 10 years.

RESPONSIBLE: *Vice President for Financial Administration (Lead), President in collaboration with Vice President for Advancement*

KPIs for AY 2024–25
» Complete the update of the campus master plan
» Develop implementation timeline for the campus master plan
» Develop comprehensive deferred maintenance list for the campus
» Build certain new buildings on campus as fundraising allows within the Capital Campaign

KPIs for AY 2025–26
» Continue work with Maranatha to address current building needs
» Invest $500K to address needs on the comprehensive deferred maintenance list for the campus
» Build certain new buildings on campus as fundraising allows within the Capital Campaign

KPIs for AY 2026–27
» Invest $500K to address needs on the comprehensive deferred maintenance list for the campus
» Build certain new buildings on campus as fundraising allows within the Capital Campaign

c. Seeking financial solutions for meeting priority needs through external and internal funding.
    RESPONSIBLE: *President (Lead), in collaboration with Vice President for Advancement and Vice President for Financial Administration*

    KPIs for AY 2024–25
    » Develop capital campaign parameters, receive Board approval and begin implementation of leadership phase of the campaign
    » Increase days cash on hand to 30 days to increase the ability of the institution to meet priority needs through internal funding
    » Increase working capital ratio to 1.4.
    » Take appropriate actions for non-current student accounts that are 6+ years in arrears

    KPIs for AY 2025–26
    » Move components of the capital campaign from the leadership phase to the public phase, once these meet the corresponding campaign parameters.
    » Increase days cash on hand to 50 days to increase the ability of the institution to meet priority needs through internal funding
    » Increase working capital ratio to 1.6
    » Take appropriate actions for non-current student accounts that are 5+ years in arrears

    KPIs for AY 2026–27
    » Move components of the capital campaign from the leadership phase to the public phase, once these meet the corresponding campaign parameters
    » Increase days cash on hand to 70 days to increase the ability of the institution to meet priority needs through internal funding
    » Increase working capital ratio to 1.8
    » Take appropriate actions for non-current student accounts that are 4+ years in arrears