



Strategic Plan

Approved by the Board of Trustees
April 21, 2006

Prepared by the
University Innovation Task Force

Dr. G. Blair Dowden
Dr. Ann McPherran
Co-Chairs

Tom Ayers	Troy Irick
Jeff Berggren	Patrick Jones
Dwight Brautigam	Steve Lee
Gary Campbell	Twyla Lee
Lance Clark	Todd Martin
Ron Coffey	Dave McEowen
Rebecca Coffman	Jean Michelson
Ryan Darr	Ruth Nalliah
Bill Fisher	John Paff
Norris Friesen	Keith Schall
Steve Holtrop	Cindy Steury

Planning Process Overview

In keeping with the long-range planning cycle, Huntington University initiated activities for the 2006 Strategic Plan in the summer of 2005. The dramatic changes in Christian higher education and the growing competition from other Christian and private universities led Dr. Blair Dowden to conclude that new plans were necessary and existing planning processes would need to be revised.

Dr. Dowden appointed a task force, the University Innovation Task Force (“UITF”), to assist him in the development of these plans. Dr. Ann McPherran was asked to co-chair this team. Task Force members included: Tom Ayers, Jeff Berggren, Dwight Brautigam, Gary Campbell, Lance Clark, Ron Coffey, Rebecca Coffman, Ryan Darr, Bill Fisher, Norris Friesen, Steve Holtrop, Troy Irick, Steve Lee, Twyla Lee, Todd Martin, Dave McEowen, Jean Michelson, Ruth Nalliah, John Paff, and Cindy Steury. Trustee members were Pat Jones and Keith Schall. President Blair Dowden and Dr. Ann McPherran served as co-chairs.

In addition, True North Strategic Advisors, LLC was retained to assist in the planning process. Task Force members have interacted with the campus community in the preparation of this plan. Feedback from this interaction has been incorporated into the strategic plan.

This document outlines the key elements of the 2006 Strategic Plan. The plan is structured in the following plan components:

Mission – The historic mission of Huntington University is included for reference in the section. The mission provides important context to all of the plan components. This planning process did not attempt to modify or alter the mission of Huntington University.

Planning Process Vision – Dr. Dowden first provided the UITF with these essential elements of the vision during a retreat in August 2005. At first, efforts were made to condense these elements into a single statement. Following the feedback from the campus community, the vision was expanded to provide a more complete picture of the vision that was shared with the UITF at the retreat. This vision statement should serve as the inspiration and focal point for the development of strategy over the next decade.

University Priorities – Early work from the task force centered on seven areas where focus, improvement and change were desired. These seven areas became the University Priorities. The University-wide strategies discussed later in the document result from a desired to significantly impact one or more of these priorities. These priorities are tightly linked to the vision. It is not expected that these priorities will change dramatically until the vision is achieved.

Strategic Targets – An initial list of strategic targets has been developed. These targets represent certain quantifiable and qualitative measures that indicate progress is being made in the plan. It is expected that this initial list of five strategic targets will be molded and refined over time. New targets may be added. In addition to these strategic targets, a preliminary benchmarking report has been created that can be used to track important measures versus both CCCU and non-CCCU competitor groups.

University-Wide Strategies – The final plan components are the university-wide strategies. Through its work, the UITF examined over 25 possible strategies, and refined and combined this list into six major strategies. The strategies not selected have been captured and will be considered again in the future. The selected university-wide strategies are those strategies that the UITF has determined will have the greatest impact across the university in the near future. Additional strategies will be considered as a part of a continuous planning process which will be discussed later in this document.

Huntington University Strategic Plan 2006

Mission: The University is a Christ-centered liberal arts institution of higher education with a strong historic tie to the Church of the United Brethren in Christ, USA. With the conviction that all truth is God's truth, the University exists to carry out the mission of Christ in higher education.

Through a curriculum of demonstrated academic excellence, students are educated in the liberal arts and their chosen disciplines, always seeking to examine the relationship between the disciplines and God's revelation in Jesus Christ. The University's mission will be accomplished as we ...

- (i) *develop in students a commitment to scholarship that is persistent in its pursuit of truth and sensitive to the concerns of the Christian church, the scholarly and educational community, and the world at large;*
- (ii) *educate students broadly for a life of moral and spiritual integrity, personal and social responsibility, and a continued quest for wisdom;*
- (iii) *equip students for a variety of vocations so that they may glorify the Creator, who charged humanity with the care of his Creation;*
- (iv) *help students develop their abilities for a life of God-honoring service to others and for personal fulfillment.*



2006 Planning Process Vision:

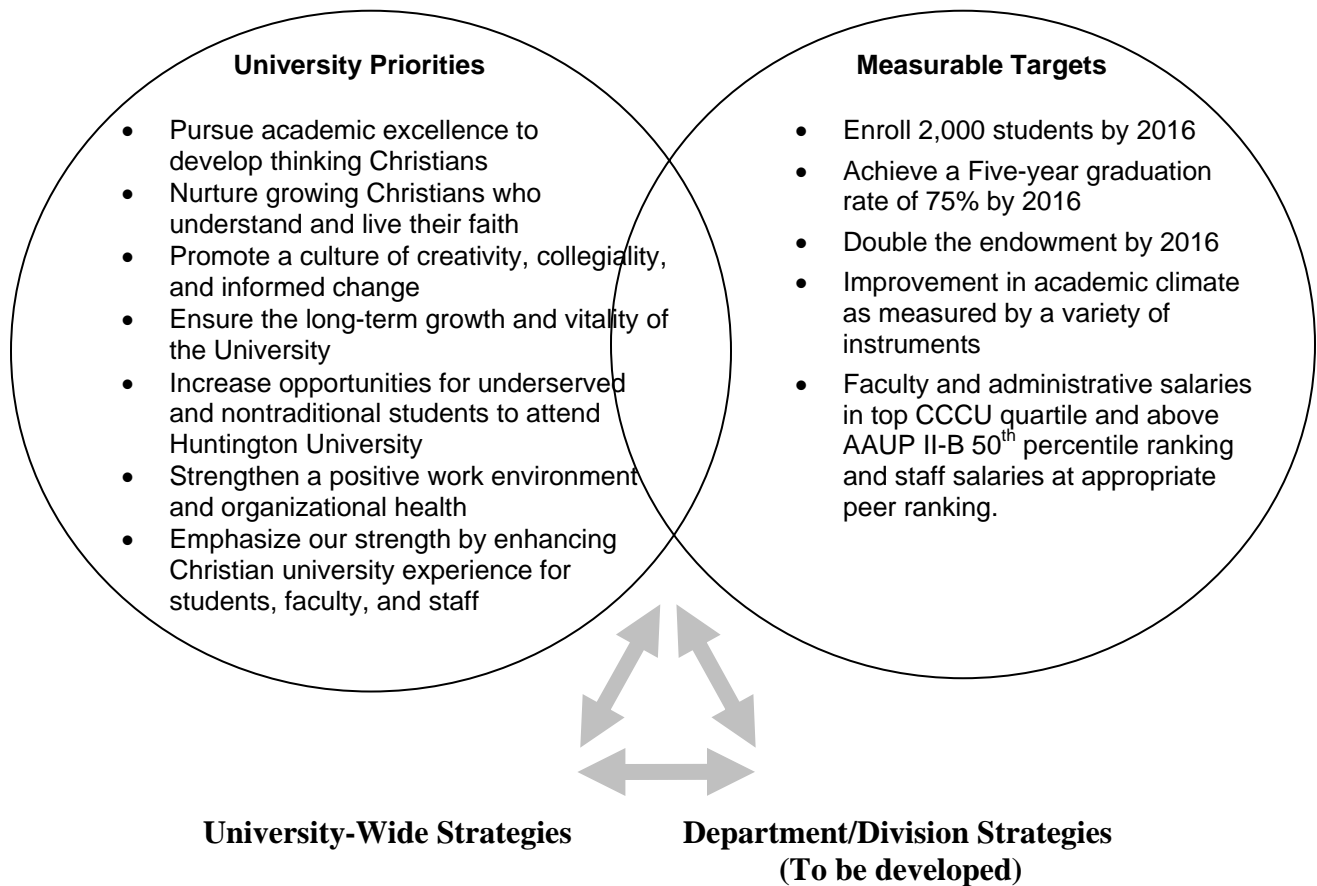
The goal of Huntington University is to educate men and women to impact our world for Christ through high-quality, Christ-centered education. The University seeks to honor Christ through scholarship and service.

It is our intent to provide a premier Christian college experience that integrates faith, learning and service. We will be a leading Christian university community of 2,000 students characterized by a strong national reputation for academic excellence, the ability to attract and retain outstanding faculty and staff, and high levels of satisfaction and engagement among students, faculty, and staff.

This is an ambitious goal which will require our innovative thinking and action to strengthen and expand high-potential academic programs, increase financial health and revenue, broaden reputation, and consider alternative educational enterprises.

The end result will be a University in the tradition of the liberal arts that is considered among the top CCCU institutions in the nation and one of the top Christian universities in the region. We will offer a highly personal environment in the midst of larger competing institutions. Students will consider tuition paid a worthwhile investment. Huntington University will be known for a student-focused, Christ-centered campus, excellence and innovation in education, and a nurturing environment which encourages spiritual growth and faith-learning integration. Our graduates will be in demand in the marketplace and for entry into top graduate schools. And most importantly, our growth and development will allow us to more effectively impact the world for Christ.





University-Wide Strategies

1. **Implement a continuous planning and assessment process across the university.**
2. **Foster proposals for enriching and expanding the academic enterprise.**
3. **Assure an appropriate experiential academic learning component for each student.**
4. **Collaborate in meaningful ways with strategic partners.**
5. **Establish a center for spiritual formation that engages the entire campus, connects with every other program as well as serves as a resource for spiritual formation.**
6. **Restructure adult and graduate programs to provide excellence in education and to take advantage of opportunities for appropriate growth.**
7. **Enrich our campus community by engaging persons from a variety of cultural and socioeconomic backgrounds, exposing students, faculty and staff to cross-cultural environments.**

Proposed University-Wide Strategy Detail

1. Implement a continuous planning and assessment process across the university

Components of Strategy:

- New Planning Council and Process
- Periodic Program Reviews
- Planning Activities for each functional area and academic departments
- Interdepartmental Planning

A new planning council and new planning process to be implemented in the fall 2006 will provide the infrastructure to allow for improved planning and decision-making. The new planning process will have a high level of faculty and staff engagement. The planning process will be continuous and give us the opportunity to act and react more quickly to ideas and opportunities.

The strategy will have a significant impact on our ability to pursue academic excellence, promote a culture of collegiality and change, ensure our long term growth, strengthen our work environment and emphasize our strengths via an enhanced experience for all.

Annual Estimated Expenses:

\$25-\$50K

Resource needs: Program Review funds (release time for program review, consulting stipends etc.), Staffing/Consulting in planning

2. Foster proposals for enriching and expanding the academic enterprise

Components of Strategy:

- Program Development – current and new
- Faculty Development

Proposals for advancing the academic enterprise will be invited from academic departments, divisions, and committees. A new planning council and new planning process to be implemented in the fall 2006 will evaluate proposals in a systematic way. Program development and innovation funds will be set aside to provide for maintaining and accelerating the development of both current and new programs and initiatives and for enhancing our academic climate and reputation. Examples of possible initiatives that may arise from departments and divisions are: an honors program, development of faculty scholarship, enhanced Forester Lecture series, writing/researching across the curriculum, new centers focused on themes like, leadership, ministry or public policy and new or enhanced programs of study.

The strategy will have a significant impact on our ability to pursue academic excellence, promote a culture of collegiality and change, ensure our long term growth, strengthen our work environment and emphasize our strengths via an enhanced experience for all.

Annual Estimated Expenses:

\$50-\$100K

Resource needs: Program Review funds (release time for program review, consulting stipends etc.), Program Development and Innovation/Start up Funds

3. Ensure an appropriate experiential academic learning component for each student.

Components of Strategy:

- Experiential learning opportunities designed on a department by department basis
- Up to 300 opportunities annually
- Utilize Enterprise Resource Center infrastructure as appropriate

Experiential opportunities would be developed on a department-by-department basis and would be designed and implemented within 3 years. Some departments are already requiring experiential learning: teacher education, ministry and missions, theatre, business, recreation management, social work and others. It is not our intention to develop a one size fits all "internship" experience. For example, liberal arts programs might assist students in developing primary or collaborative research projects as appropriate to the discipline. Departments could develop their own programs or work directly with the Enterprise Resource Center.

Given that this is intended to be an experience connected to the classroom, it also represents an opportunity to increase academic excellence, nurture growing Christians and enhance our university experience. Consistent marketing of this experience and the student satisfaction that will result will help us reach our enrollment and retention goals.

Annual Estimated Expenses:

\$50-\$250K

Resource Needs: Post Lilly ERC staffing and program budget support, Additional expenses (ERC staff, faculty stipends, stipends, marketing, program expenses.)

4. Collaborate in meaningful ways with strategic partners

Components of Strategy:

- Multiple collaboration opportunities have been identified
- University leadership will be pursuing these partnerships
- Objective is to have two such partnerships in place by 2008.
- Examples of current and potential partnerships include: Family Care Center, Parkview Hospital, Pathfinder Services, Inc. Orthopedics Northeast and YFC.

These collaborations are difficult to predict, but could have a profound impact on the institution if successful. Our goal is that these be meaningful collaborations with partners that will allow us to offer improved service to students, provide additional revenue, cut institutional expenses or increase enrollment in significant measurable ways.

Relevant institutional priorities for this strategy are: pursuit of academic excellence, collegiality and change, long term growth and vitality, increased opportunities for underserved groups and an overall enhanced HU experience.

Annual Estimated Expenses:

\$50-\$150K

Salary and benefits in the range of .5FTE shared position with partner, Administrative/Faculty release time to develop/research ideas, Program launch and marketing expenses

5. Establish a center for spiritual formation that engages the entire campus, connects with every other program as well as serves as a resource for spiritual formation

Components of Strategy:

- Full-time Director
- Student, faculty and staff development
- Support and coordination for service learning and spiritual formation strategies
- Campus wide assessment of spiritual formation

Already under development by the Campus Ministries committee, this initiative will probably not be a direct draw for new students, but it could be a strong “tipping point” for many as well as a vital aid to retention efforts. HU becomes the first university in the world with a spiritual formation program sequentially designed and developmentally, philosophically and theologically based. More than other proposed strategies, this strategy is seen as one that necessarily must be fully embraced and funded in order to have a significant impact on the campus community. We may be able to make progress with scaled down or incremental strategies in the other areas. Because of its integrated nature, a center for spiritual formation is necessarily a large item. Special advancement and fund-raising efforts to endow a center will probably be necessary in order to have success.

A successful center will aid our efforts to nurture growing Christians, develop thinking Christians, promote a collegial culture, and enhance the overall HU experience.

Annual Estimated Expenses:

\$200-\$250K

Salary/benefits for new positions, Program budget (speakers, activities), Office/center space provision

6. Restructure adult and graduate programs to provide excellence in education and to take advantage of opportunities for appropriate growth

Components of Strategy:

- Create a new administrative structure for adult and graduate programs
- Focus efforts on recruitment, marketing, staffing, curriculum development and assessment.

It is our objective to bring adult and graduate departments under a unified administrative structure in order to leverage our skills and experience in each of the areas in a more effective way. This strategy could lead to significant gains in enrollment, improve the university academic climate and lead to better financial vitality and growth. Gains in financial vitality will help us hit our faculty and staff salary targets.

Annual Estimated Expenses:

\$40-\$80K

Salary/benefits for director, Curriculum development, Program marketing

7. Enrich our campus community by engaging persons from a variety of cultural and socioeconomic backgrounds, exposing students, faculty and staff to cross cultural environments

Components of Strategy:

- Equivalent of 5 full tuition scholarships per year to increase access to students from a variety of backgrounds
- Salary and benefits for cross cultural director
- In coordination with core curriculum and experiential learning initiatives provide each student the opportunity to participate in a cross cultural off campus experience
- Implement strategies developed by the Diversity Task Force
- Become more proactive in networking and collaboration in order to generate more diverse student, faculty and staff applicant pools.

This strategy is aimed both at making our Huntington campus community richer through welcoming students, faculty and staff from a variety of cultural and socioeconomic backgrounds and at educating and broadening us through rich cross cultural experiences. There are a variety of action steps that we will use. The Diversity Task Force is working to identify opportunities for action. The Core Curriculum committee is discussing cross cultural experience requirements. A number of other departments are planning more explicit actions to help support our institutional priorities: increased opportunities for underserved groups, an enhanced academic climate, a changed campus culture and an improved overall HU experience. It will be an explicit strategy aimed at our target to improved student, faculty and staff engagement with people of diverse backgrounds.

Annual Estimated Expenses:

\$100-\$300K

Targeted financial aid, Director salary/benefits, Recruiting expenses (faculty, staff, students), Multicultural experiences for all students expense, Other program expenses (on campus activities, global engagement seminars, etc.)

Next Steps

Following endorsement by the faculty and approval from the Huntington University Board of Trustees, plan execution and on-going monitoring will begin immediately. Specific strategy templates have been developed to gauge the scope, expected impact and expected financial impact of each strategy. These strategy templates will be refined over the coming months.

As has been indicated throughout this plan, a new, continuous planning process will be initiated to oversee the implementation of these strategies and foster new proposals for enriching and expanding the academic enterprise. Departments and divisions throughout Huntington University will be asked to participate in this on-going planning process. Because of this new process, it is anticipated that the five-year planning process with the resulting five-year plan will be discontinued. Instead, the new process and new planning council will encourage ongoing strategic dialogue and opportunistic strategy development.