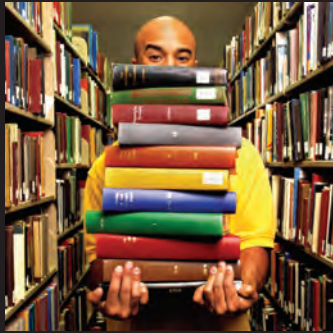




A New Andrews for a New Century

**STRATEGIC PLAN
2007–2012**

Andrews  University
SEEK KNOWLEDGE. AFFIRM FAITH. CHANGE THE WORLD.



SEEK



AFFIRM



CHANGE

Andrews University, a distinctive Seventh-day Adventist Christian institution, transforms its students by educating them to seek knowledge and affirm faith in order to change the world.

Andrews University students will:

SEEK KNOWLEDGE as they

- Commit to a mindset of intellectual discovery
- Demonstrate the ability to think clearly and critically
- Communicate effectively utilizing multiple media
- Understand the arts, letters, and sciences from a Christian point of view
- Become competent to serve humanity in their chosen disciplines and professions
- Prepare for meaningful work in a complex, technological, and global society

AFFIRM FAITH as they

- Nurture life in the Spirit through a personal relationship with Jesus Christ
- Deepen their faith commitment and practice
- Demonstrate personal and moral integrity
- Embrace a wholesome way of life
- Respect ethnic and cultural diversity

CHANGE THE WORLD as they go forth to

- Cultivate the capacity for creative problem-solving and innovation
- Commit to generous service through civic engagement
- Create a caring culture of global leadership
- Carry out the world-wide mission of the Seventh-day Adventist church

Andrews University, a distinctive Seventh-day Adventist Christian institution, stands at the center of Adventist intellectual life as it demonstrates the transformative power of faith and learning, excellence through diversity, collaborative scholarship, leadership development, and generous service. As such, Andrews University aspires to be a great university, which will be the Seventh-day Adventist university of choice for students, parents, and employees alike, as it educates men and women who will demonstrate their faith by utilizing scholarly competencies and leadership skills to transform local and global communities.

Andrews University was established over a century ago, in 1874, as Battle Creek College in Battle Creek, Michigan—a collegiate program that offered literature, languages, science, and mathematics, training for teachers, and theology. Its founders, the visionaries of the young Seventh-day Adventist denomination, believed they should use every avenue to spread the gospel and serve the world, including higher education.

On the brink of a new century, seeking room for expansion and a fresh start, the school moved in 1901 to a beautiful site near the banks of the St. Joseph River in Berrien Springs and was renamed Emmanuel Missionary College. From woods and farmland on which faculty and students built three wooden frame buildings to hold their new school, the campus has grown to a property of 1,600 acres and a complex of academic buildings, residence halls and apartments, and service buildings.

The vision blossomed still further when, in 1959, the Seventh-day Adventist Theological Seminary and a school of graduate studies, together known as Potomac University and located in Washington, D.C., were moved to the campus of Emmanuel Missionary College. The following year the three entities united under one charter bearing the name Andrews University—with an integrated board of trustees, administration, and faculty. The name honors John Nevins Andrews (1829–83), pioneer Adventist theologian and intellectual and the denomination's first official missionary to serve outside North America.

In 1974, the undergraduate division of Andrews was organized into two colleges—the College of Arts and Sciences and the College of Technology. The School of Business Administration, which evolved from the Department of Business Administration, was established in 1980. In a similar move, the Department of Education became the School of Education in 1983. In 1993, the Department of Architecture became the Division of Architecture, and is now the School of Architecture. The present organizational structure of the School of Graduate Studies was adopted in 1987. All of the colleges and schools offer both undergraduate and graduate degrees. The Seventh-day Adventist Theological Seminary maintains graduate and professional programs only. The only Seventh-day Adventist doctoral research university, Andrews University is also a comprehensive institution of higher learning integrating an exemplary liberal arts and sciences core with five powerful professional schools and several excellent graduate programs.

Rooted in a tradition of visionaries who saw what was possible and enriched by an international and diverse faculty and student body, Andrews University now offers a wealth of choices in degree and certificate programs to prepare its graduates for life in the new century. The mission of this distinguished institution, however, remains the same—to serve God and humankind in the spirit of generous service while truly ushering in a *New Andrews for a New Century*.

University-Wide Distinctions

- Only Seventh-day Adventist university classified as a national university, a category that includes only 5% of all institutions of higher learning (*U.S. News & World Report, 2007*)
- Nationally ranked, multicultural (13th among national universities) and international (5th among national universities) learning environments (*U.S. News & World Report, 2007*)
- J.N. Andrews Honors Program offers interdisciplinary, integrated curriculum for Andrews' highest achieving students
- Nationally acknowledged as an "A+ Option For 'B' Kids" (*U.S. News & World Report, 2007*) due to transformational learning environment
- Andrews University Press is the only academic press in the Seventh-day Adventist educational system
- Produces several refereed scholarly journals: *Journal of Research on Christian Education, Journal of Applied Christian Leadership, Journal of Adventist Mission Studies, and Andrews University Seminary Studies*
- Affiliated and Extension Programs serve over 3,200 students around the world
- Horn Archaeological Museum houses over 8,500 ancient Near-Eastern artifacts
- Only dairy farm on Seventh-day Adventist campus in North America with multiple awards for milk quality and production
- Beautiful campus that is a nationally recognized arboretum
- Center for Youth Evangelism produces regionally renowned "Passion Play"
- Museum for Natural History houses most complete skeleton of a woolly mammoth ever found in Michigan
- Institute for Prevention of Addictions, an Andrews and General Conference collaboration, provides research and specialized resource services and consultation about the use and abuse of alcohol and drugs as well as other addictions and risk behaviors

College of Arts and Sciences

- Advances rigorous academic study across all disciplines through an expert award-winning faculty who share a common vision of excellence in teaching and scholarship
- Listed in *Peterson's Top Colleges for Science* among the top 190 schools in the nation, the only Seventh-day Adventist college or university on this list
- Biology Department graduates, as a group, score at the 90th percentile of the nationally normed major field exam and are much more likely to get into graduate or medical schools
- Chemistry Department is the only American Chemical Society accredited program in any Seventh-day Adventist school
- The only Seventh-day Adventist Physical Therapy program east of the Rockies and the only DScPT degree that specializes in orthopedic manual therapy
- Exemplary four-year Nursing program, which boasts a 100% board pass rate
- Only Clinical Laboratory Science graduate program in the denomination and only one of two undergraduate programs in North America
- Active undergraduate student research programs with competitive funding, which enables students to present at international, national, and regional conferences
- Master's degrees in Music and Communication are the only such programs in denominational schools

College of Technology

- Only Seventh-day Adventist mission aviation airframe and powerplant certification program, and flight training with advanced flight simulation with visual simulation
- Only Seventh-day Adventist agriculture program in higher education within North America offering majors in Animal Science, Pre-Veterinary Medicine, Agribusiness, and Landscape Design/Ornamental Horticulture

- Newest Seventh-day Adventist engineering program with emphases in electrical, computer, and mechanical engineering
- Only Seventh-day Adventist computer science program that includes a master's degree in software engineering
- Best equipped and faculty supported still-photography program among Adventist colleges and universities

School of Architecture

- Only school of architecture in the Seventh-day Adventist educational system
- Ranked sixth in the nation by the New Urban News in the Best Schools category, and fourth in the nation in the Recent Hires category
- 2007 Congress for New Urbanism award for the Urban Design Studio project in Mississippi dealing with post-Katrina community growth
- A curriculum that is centered on principles that promote craft, civil communities, service, and Christian values
- A mission-driven architecture program with an ongoing project in Bolivia and multiple opportunities for mission and community service each year

School of Business Administration

- State-of-the-art School of Business Administration facility in Chan Shun Hall including dedicated electronic classrooms, computer lab, faculty offices, and student lounge
- Comprehensive professional business program (BBA and MBA) with a strong emphasis in international business
- World-wide impact with more than 3,000 business alumni employed in national and international business, government, healthcare, development, and Seventh-day Adventist church organizations and as faculty and administrators in more than 30 academic institutions around the world
- Student involvement in service through community-based classroom work, local and national internships, and an active Students in Free Enterprise (SIFE) program
- Recipient of 3 endowed professorships

School of Education

- All Bachelors, Masters, and Doctoral programs are accredited by NCATE (National Council for the Accreditation of Teacher Education), CACREP (Council for Accreditation of Counseling and Related Programs), and NASP (National Association of School Psychologists), all indicators of high standards, which qualify its graduates for the best job opportunities
- Undergraduate teacher-preparation program was declared “Exemplary” by the Michigan Department of Education, ranking third among the 33 teacher-preparation programs in the state of Michigan (2007)
- School of Education Leadership Program is renowned for its interdisciplinary, job-embedded, holistic approaches
- School of Education is focused on innovation in global delivery and provides rich service to the world church
- Competency/standards-based portfolio evaluation is a marker of excellent assessment programs

School of Graduate Studies

- High level of diversity among students and faculty with large number of international students reflecting the diverse world in which graduates will work
- Integration of religious values within the academic program gives students opportunity to affirm their faith during their graduate studies
- Programs have a great deal of flexibility with opportunities for off-campus and distance learning
- Large number of degrees with a rich mix of academic and professional programs
- Largest number of graduate programs around the world than any other Seventh-day Adventist institution

Seventh-day Adventist Theological Seminary

- The Seminary is the leading Seventh-day Adventist theological institution in the world with over 800 students pursuing six Masters and three Doctoral programs
- Internationally renowned, well-qualified, and multi-disciplinary faculty
- Diverse, international student body pursuing theological education in order to be better equipped to serve the church and minister to the world
- The Seminary offers quality, professional and academic programs in a variety of settings such as the traditional on-campus location, and intensive programs at sites in North America and around the world, and through distance learning
- Excellent library and technology resources to support its educational programs

James White Library

- Largest theological library in the Seventh-day Adventist educational system
- World class collections (larger than selected landmark theological libraries: Harvard, Princeton, GTU, Asbury) in topics such as: Sabbath, Second Advent, Creationism, Daniel and Revelation
- Strong collections comparable to other major Seminary libraries in: Biblical Studies, Biblical Archaeology, Christian Ministry, Youth Ministry
- Houses the Center for Adventist Research, which is the most extensive collection of Adventist-related historical materials in the world and the first branch office of the Ellen G. White Estate, housing the most extensive collection of original Ellen White materials after the main office at the General Conference
- Over 250 special collections of manuscript materials from such Adventist luminaries as J.N. Andrews (including over 100 books from his library), Uriah Smith, Ellen G. White, J.N. Loughborough, Hiram Edson, Charles Fitch, and William Miller
- Service to Adventist International Libraries to Libraries (SAIL) helps Adventist libraries in over 40 countries around the world to acquire books and periodicals

GOAL
1**Engender transformational learning**

Forge a unique Andrews educational experience where our international and diverse student body is exposed to the best of current knowledge and creative endeavors and actively participate in the discovery and learning of new knowledge and creativity with faculty mentors. Our goal is nothing less than a life-changing experience through faculty mentoring, excellent teaching, and advising for every Andrews student in keeping with the highest ideals of the Seventh-day Adventist philosophy of education. Students who enrich their study through applied learning graduate better equipped to live, learn, and serve in the world.

1. Develop a highly qualified faculty, in the teacher-scholar model, with a track record and commitment to transforming students through excellent teaching and advising, research, scholarly endeavors and creative activity, as well as strong spiritual commitment to integrating faith and learning.
2. Make Andrews University the intellectual center of the world Seventh-day Adventist Church through faculty, staff, and student involvement in major Church strategic research and initiatives, as well as hosting major research and policy conferences.
3. Develop an undergraduate experience and general education curriculum, as well as a curriculum in each major that emphasizes the transforming experience of faculty mentoring through research, creativity, and other faculty/student opportunities that provide for spiritual, intellectual, and emotional development.
4. Continue Andrews University's leadership role in providing graduate education for the world church in order to provide outstanding graduates who will fill leadership positions in Adventist church organizations and institutions.
5. Promote active civic engagement which requires students to connect with on-campus, local, and global communities by participating in service learning as a part of the general education experience.

GOAL
2**Deepen the connections
between faith and learning**

Andrews University, as a Seventh-day Adventist university, is committed to spiritual growth for students and employees through a transformational faith and learning environment. The University holds as its distinctive purpose the goal to provide a transformational faith-driven learning environment that seeks to restore the image of God in the human soul. Providing students and employees with opportunities to integrate faith, scholarship, service, leadership and servant-hood into actions that benefit the church, families, and the educational community are the University's core values for spiritual growth.

1. Create a spiritual environment that encourages a personal relationship with Jesus Christ as well as respect for, and commitment to, the Seventh-day Adventist church, its values, and its mission.
2. Promote integration of faith and learning in the curriculum through the Center for College Faith and other such initiatives.
3. Educate for spiritual formation, character development, biblical and religious literacy, as well as ethics.
4. Encourage students and employees to grow together spiritually through experiential activities that engage the whole person.
5. Update the University's Spiritual Master Plan, which identifies the spiritual goals of the institution and outlines how to meet them.

GOAL 3

Promote inclusion and excellence by cultivating cultural competence

Andrews University has the distinction of being ranked nationally as the fifth most international and the 13th most domestically diverse national university in the United States. It has a diverse faculty and staff with significant international experience. The campus has significant representational diversity but must now focus on transformational diversity in terms of articulating and maximizing the educational and spiritual benefits of diversity in order to serve as a national model in higher education and within the world church.

1. Enhance campus-wide understanding of diversity to include not only age, gender, race, and ethnic diversity but also disabilities such as deafness, blindness, and physical handicaps.
2. Further refine the general education requirements to include cross-cultural skills within each major and an expectation of international experience and service for all students.
3. Include diversity and intercultural competence training as part of training for all Andrews University employees.
4. Establish succession planning, which promotes inclusion and cultural competence as a core expectation.
5. Create an Office of Diversity to provide oversight and visibility to initiatives that improve, promote, and showcase the importance of diversity and inclusion on the Andrews University campus.

GOAL 4

Model whole-person education by promoting collaborative student-development initiatives

Whole-person education is the framework for the integrated development of critical thinking and Christian character at Andrews University. Whole-person development is the product of whole-institution endeavor, marked by shared mission and values, targeted student outcomes, and collaborative institutional practices. In this cohesive context, students are encouraged to develop well-connected, faith-centered lives. Student Life educators complement the work of their academic partners by fostering relationships among the physical, mental, social, and spiritual domains.

1. Promote a residential program that nurtures the growth of students through well-rounded programming, effective relationships, and a wholesome lifestyle within safe, comfortable, and attractive residential accommodations.
2. Create distinctive leadership development initiatives that leverage our multi-cultural, faith-based campus environment to produce graduates who are competent to lead ethically and collaboratively within a diverse, global context.
3. Build a model new-student orientation that provides a strong foundation for an array of ongoing first-year supports and experiences.
4. Develop a comprehensive co-curriculum that gives students, faculty, and staff an opportunity to explore interdisciplinary connections, share their knowledge and experience, be exposed to influential thought leaders, develop a sense of community, and deepen their faith.
5. Design an integrated wellness strategy that strengthens the protective factors of faith and positive relationships and promotes a balanced lifestyle through healthy social, spiritual, and recreational opportunities, thus highlighting the Adventist focus on health and wellness.

GOAL 5

Enhance capital investments in terms of human resources

Andrews University possesses a dedicated and loyal administration, faculty, and staff who work collaboratively to ensure student success and who are committed to the ethic of generous service. The University aims to be the employer of choice for Seventh-day Adventist professionals who desire to work in a Christian environment, which promotes and values collegiality, civility, and continuous improvement.

1. Hire and retain outstanding faculty, staff, and administration through salary improvement, a fair and equitable workplace environment, performance rewards, and overall improved job satisfaction.
2. Provide faculty and staff development and training to promote an outstanding Christian work environment that promotes professional growth and opportunities for upward mobility and servant leadership.
3. Model exceptional, five-star, customer service to students, colleagues, and the larger community in order to become the industry leader in this area.
4. Streamline administrative functions and business processes in order to enhance institutional productivity, responsiveness, and effectiveness.
5. Create a campus environment that respects and practices the values and processes inherent in shared governance among administration, faculty, and staff.

GOAL 6

Enhance financial performance and resources

Building financial strength and long-term economic stability are important objectives in securing a successful future for Andrews University. As Andrews exercises its fiduciary responsibility in developing multiple revenue streams and effectively managing its assets, the principles of good stewardship must be practiced in order to ensure fiscal integrity. In this context, the University is committed to creating an organizational culture, which supports and rewards strategic thinking, innovation, and entrepreneurship.

1. Restore financial stability and vitality by allocating adequate resources to meet the University's financial goals, which include having 30 days cash on hand, 4 percent operating gain, adequate resources for capital needs, and the restructuring of debt to improve cash flow.
2. Implement a University-wide capital prioritization budgeting process to integrate the capital needs of the institution with strategic planning.
3. Meet the goals of *The Legacy of Leadership Campaign* to fund-raise 250 million dollars in order to enable the University to have financial resources to enhance compensation, to provide student scholarships, as well as to build its endowments.
4. Implement an innovative and cost-effective enrollment strategy that emphasizes increased enrollment, retention, and graduation rates, for undergraduates and graduate students, during the next 5 years in order to build financial strength and stability.
5. Develop and implement a regional, national, and international branding and marketing plan in order to increase Andrews University's visibility in higher educational markets and to showcase the distinctive achievements of the institution.

GOAL
7**Enhance physical facilities
and support services**

Andrews University recognizes the important linkages between mission and place. Therefore, the campus community is committed to strengthening living and learning through campus design and attending to central infrastructure needs in order to provide a physical environment, which supports excellence in the academic program and efficiency in key technological processes.

1. Through an updated and active Campus Master Plan, develop and maintain facilities and grounds that complement and enhance the learning and working experiences of the University community, and eliminate physical barriers on campus for people with disabilities.
2. Place emphasis on sustainable and environmental-friendly design, energy independence, and design that is architecturally compatible with campus standards.
3. Transform the James White Library from a storage center for printed materials to an attractive gateway to knowledge by creating a contemporary information commons, continuing to update the automated retrieval system to enable continued growth, and providing comfortable spaces for students to learn in community.
4. Continue to upgrade the registration systems, iVue and preVue, in order to enhance both the undergraduate and graduate registration and advising experiences on campus.
5. Develop and promote information technology in order to enhance effective teaching and learning environments that promote academic excellence and transformative learning.

Andrews FACTS**PRESIDENT**

Niels-Erik Andreasen, Ph.D.

PROVOST

Heather J. Knight, Ph.D.

PROGRAMS

Undergraduate	130
Graduate	70

PLACEMENT RATES

Architecture	100%
Physical Therapy	100%
Nursing	100%
Clinical Laboratory Science	100%

FACULTY

Andrews University campus	203
Faculty Holding Terminal or Doctoral Degree	75%

AVERAGE CLASS SIZE

Undergraduate	20
Graduate	11

**FRESHMAN ACADEMIC PROFILE
(FALL 2007)**

Average GPA	3.34
Average ACT composite score	22.8
Average combined SAT score	1042

ENROLLMENT (FALL 2007)

Andrews University campus	3,221
Affiliated campuses	3,212
All campuses	6,433
Number of alumni worldwide	34,000



*And now, as we set forth,
we commit ourselves to the merciful
protection of God, and we especially
ask the prayers of the people of God
that his blessing may attend us in
this sacred work.*

J.N. Andrews

SEPTEMBER 15, 1874

Andrews  **University**
SEEK KNOWLEDGE. AFFIRM FAITH. CHANGE THE WORLD.

BERRIEN SPRINGS, MICHIGAN 49104

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