

Andrews University



Mission

A distinctive Seventh-day Adventist university where we
Seek Knowledge and Affirm Faith to Change the World.

Vision

To be the leading global university of transformative faith.

Values

Sharing the heart of God:

Wellbeing ● Innovation ● Integrity
Trust ● Humility ● Justice ● Compassion

**“Rooted
and
built
up in
Christ.”**

Col. 2:7



Andrews University

Strategic Framework: Academic Year 2026–27 (August–July)



STRATEGIES					Focus	Goal	KPI
“Rooted and built up in Christ.” Col. 2:7	1 Optimize <i>Everywhere that matters</i>	1.1 Finance	Rebalance the University’s tuition structure to ensure it is competitive, transparent, and sustainable, while optimizing marketing and communication to highlight the value proposition for our students.			Implement a simplified, transparent, and competitive tuition structure by AY 2027-28.	
		1.2 Policies	Undertake a comprehensive review and refresh of institutional policies, procedures, and processes to increase effectiveness, efficiency, timeliness, fairness, consistency, outcomes and service quality for all stakeholders.			Successfully enhance the experience of our students in 20 key areas through optimizing policies and processes.	
		1.3 Curriculum	Optimize curriculum review and development processes and relevant academic policies to ensure academic excellence, competitiveness, contribution margin, career readiness, income potential, and wholistic student development.			Achieve an 8% increase of university program margin average by expanding high-performing programs and elevating underperforming programs	
		1.4 Experience	Invigorate the faith, development, and learning experience of every member of every learning community, in and out of the classroom, with special attention to the new students, faculty, and staff.			Implement at least one meaningful and measurable initiative to improve the experience for both students and employees in each of the 10 sectors.	
	2 Grow <i>Everywhere we must</i>	2.1 Enrollment	Increase enrollment in all key student segments—including first-time freshmen, transfer students, and master’s-level graduate programs—by executing a marketing plan and improving outreach, support, and matriculation strategies.			Increase student FTEs annually by 5% and maintain retention rates.	
		2.2 Programs	Develop innovative, career-focused programs with flexible delivery methods to serve diverse student markets while achieving sustainable financial performance.			Implement 10 new programs that are either new certificates, professional pathways, or offered through innovative delivery models.	
		2.3 Partnerships	Cultivate mission-aligned collaborations with other organizations that create strategic value for Andrews, our students, and our partners.			Enhance the number and value of partnerships by an annualized 10%.	
		2.4 Sustainability	Through philanthropy, grants and other revenue sources, support scholarships, innovation, campus development, and mission advancement.			Expand financial support by \$2.25M above the prior three-year average with 90% from philanthropy.	