

Andrews University



Mission

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

Vision

To be a 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 2025–26 (August–July)



STRATEGIES		Focus	Goal	KPI
<i>“Rooted and built up in Christ.” Col. 2:7</i>	1 Optimize <i>Everywhere that matters</i>	1.1 Finance	Redesign the University’s financial model, beginning with tuition and how it is established, programmed and accounted for in the system, moving toward a more transparent tuition structure that enhances value, sustainability, and clarity.	Implement a simplified, transparent, and competitive tuition structure.
		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.	Adopt a comprehensive policy framework and criteria.
		1.3 Curriculum	Reassess and update curriculum review and development processes to ensure academic excellence, competitiveness, and career readiness, balancing innovation with the enduring values of whole-person education.	Revise and expand curriculum standards to include financial feasibility, career alignment, and delivery options.
		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 per sector to enhance student experience and to enhance employee experience.
	2 Grow <i>Everywhere we must</i>	2.1 Enrollment	Increase enrollment in 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 university enrollment annually by 5%.
		2.2 Programs	Develop innovative, career-focused programs with flexible delivery methods to serve diverse student markets while achieving sustainable financial performance.	Increase the average program contribution margin annually by 3%.
		2.3 Partnerships	Cultivate mission-aligned collaborations with other organizations that create strategic value for Andrews, our students, and our partners.	Inventory and assess our current relationships, enhancing by 10% annually the number and value of partnerships.
		2.4 Philanthropy	Design and implement a comprehensive fundraising strategy with clear, measurable targets, strengthening support for scholarships, innovation, campus development, and mission advancement.	Expand annual philanthropic support by two million dollars above the prior three-year average.