

President's Report: 2016-2023

Andrews University Corporation Membership Meeting Report

President Andrea Luxton
March 7, 2023



Change & Continuity

The Story of Andrews University, 2016–2023

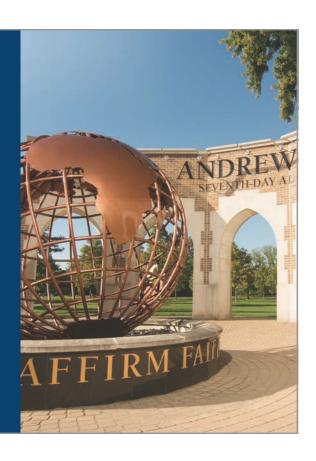
NOTES

• The Andrews University Corporation Membership meetings are typically a quinquennial session (once every five years) following the previous year's General Conference Session. With the impact of COVID-19, and the delay of the GC Session until 2022, this year's meeting covered seven years instead of five.

The Mission of Andrews University

"Andrews University, a distinctive Seventhday Adventist institution, transforms its students by educating them to Seek Knowledge and Affirm Faith in order to Change the World."

WORLD CHANGERS MADE HERE.



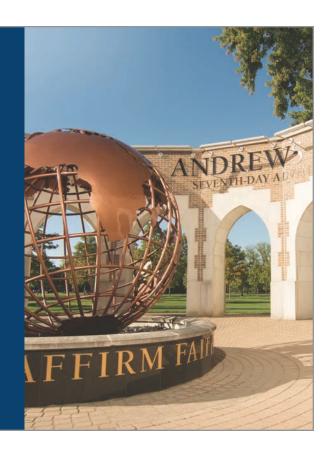
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 You can read more about the Andrews University mission at: andrews.edu/about/mission/index.html

Overall Trends

Enrollment Academic Personnel Financial

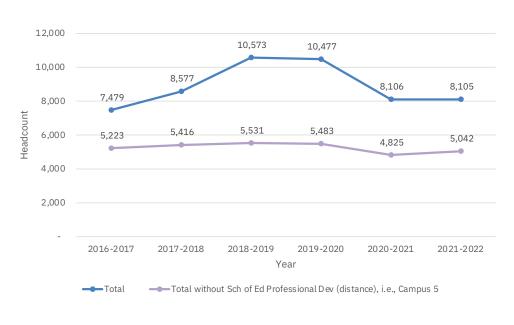
- Dairy/Farm
- Partnerships/Contracted Services Donations/Support



NOTES To read more:

- Marketing & Enrollment Management: <u>andrews.edu/services/mem</u>
- Provost: <u>andrews.edu/provost</u>
- Personnel/Human Resources: <u>andrews.edu/services/hr/</u>
- University Advancement (donations, support): <u>andrews.edu/advancement</u>

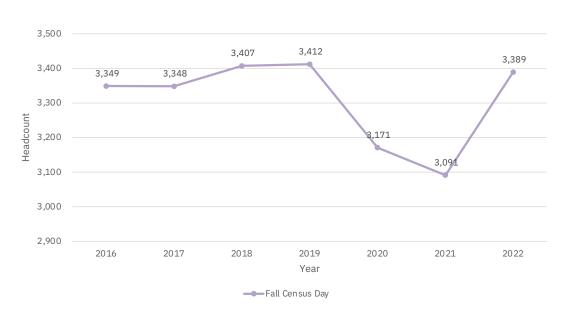
12-Month Unduplicated Headcounts (All Campuses)



NOTES

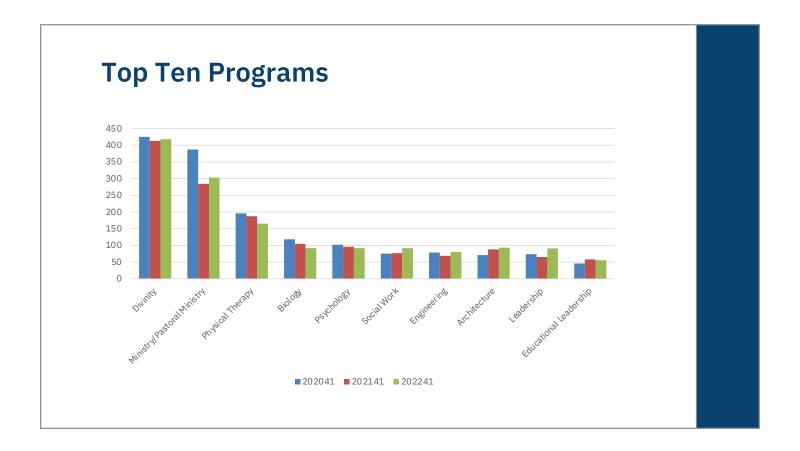
• This slide represents an annual snapshot of all students enrolled on all Andrews University campuses, including online students and those enrolled at global partner campuses.

Fall Term Headcounts (All Campuses)



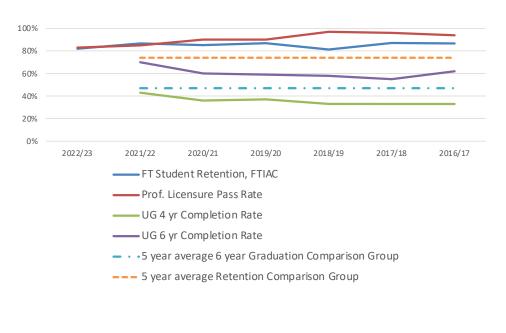
NOTES

Each fall semester, Andrews University takes a measure of enrolled students approximately two weeks after fall registration closes (typically the last half of September). This chart measures only students enrolled at that point in time; it does not reflect students who may formally enroll later in the semester. This chart also shows the direct impact of COVID-19 on Andrews University enrollment on the first two fall terms (2020 and 2021) following the declaration of COVID-19 as a global pandemic in March 2020. The most recent year reflects the addition of students whoregister on some campuses other than the central Berrien Springs campus; these are not included in earlier years.



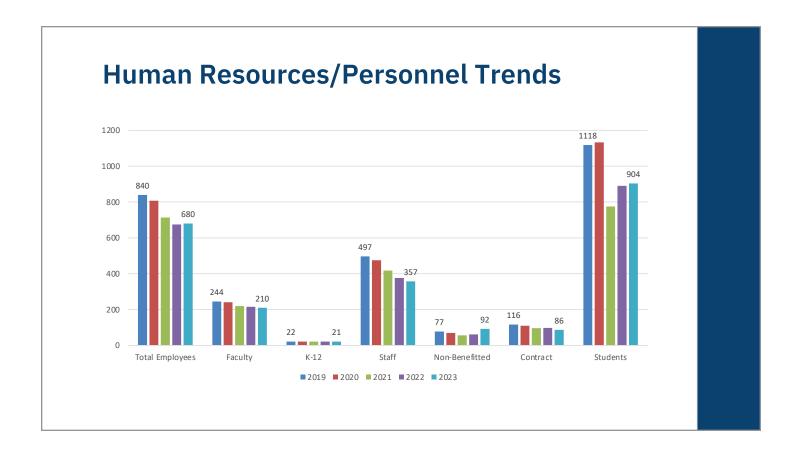
• Top ten academic programs by student enrollment for fall 2020, fall 2021 and fall 2022. The two highest programs are in the Seventh-day Adventist Theological Seminary, with enrollments in those two programs equal to student enrollment in the next eight programs combined.

Retention, Completion & Licensure Pass Rates



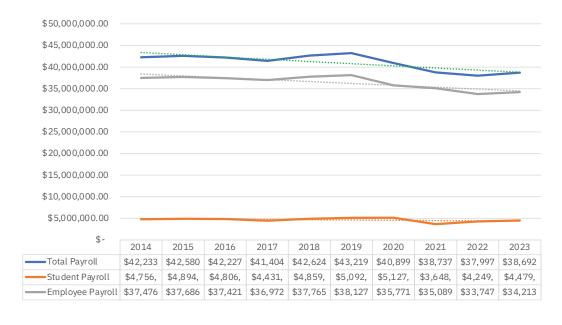
NOTES

• There are a number of indicators of persistence and success for Andrews University. This chart highlights those trends as indicated by student retention (first-time freshmen who enroll the following year), and undergraduate completion and graduation rates (the percentage of students who are still enrolled after four or six years and have completed their studies). A number of programs, particularly in health care fields, have professional licensure exams which are completed by students in those academic areas. It is noticeable that Andrews University performs above its peers throughout, where those figures are available.

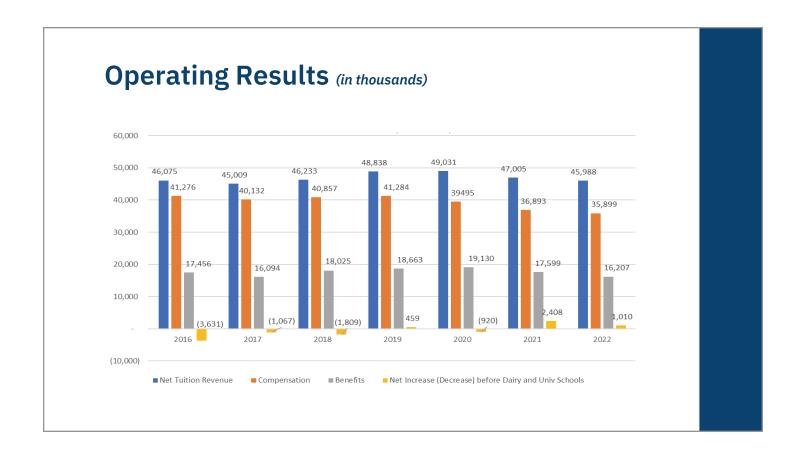


• This chart tracks the total number of employees on campus between 2019 and 2023, with direct impact on faculty and staff employment rates in the years since COVID-19/March 2020. Student employment levels have begun to increase in the last two years. Drops in 2019 and 2020 also partially reflect outsourcing of some parts of the campus.

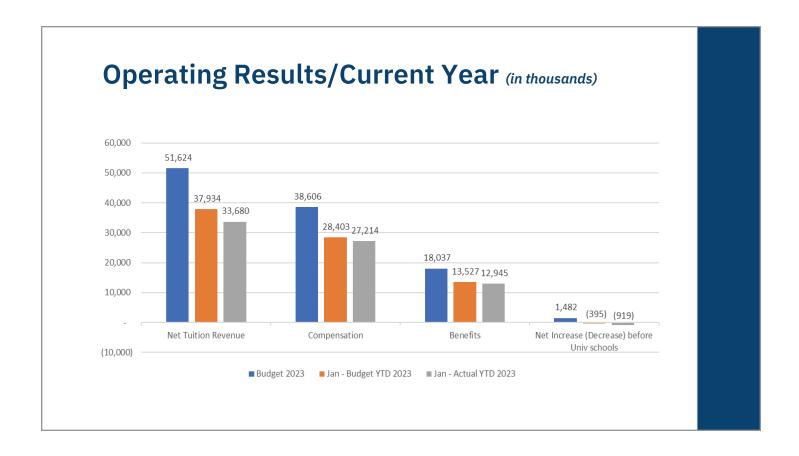




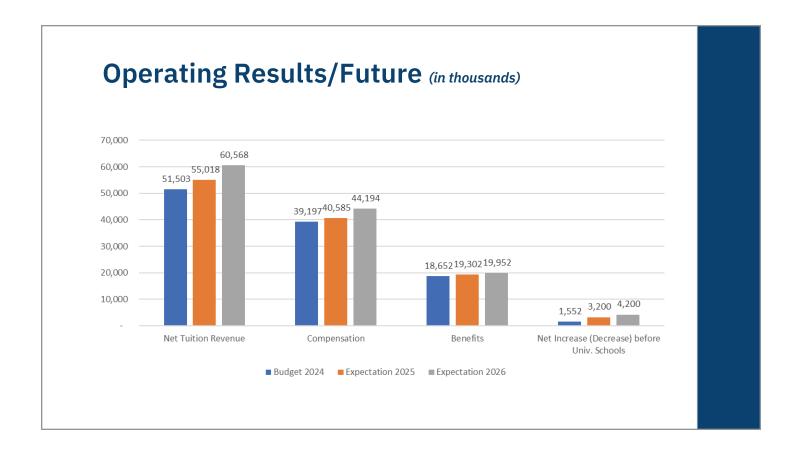
 Represent total amounts of compensation for overall payroll, and specific overall payroll levels for employees and students. Numbers in the bottom grid are in thousands.



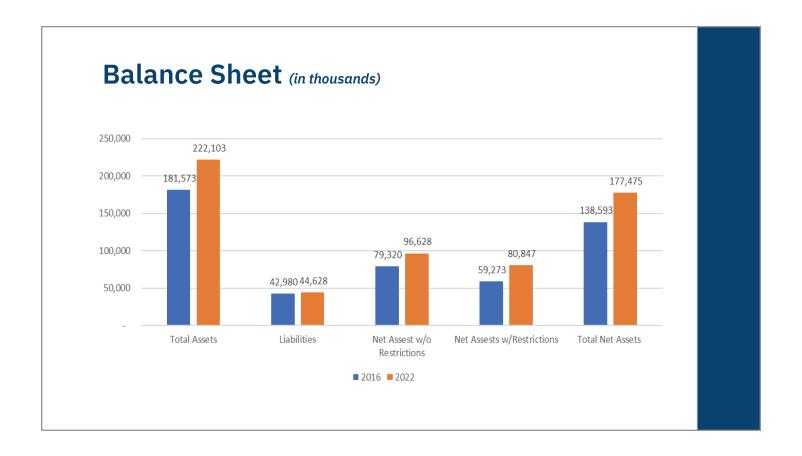
• This chart measures net tuition revenue (overall student tuition income, less scholarships and discounts), employee compensation (see previous slide), benefits paid out (including health care and tuition benefits to employees), and then final bottom line for the school year's operations. Fiscal years 2019, 2021 and 2022 finished with a positive bottom line, ranging from \$459,000 to \$2.4 million.



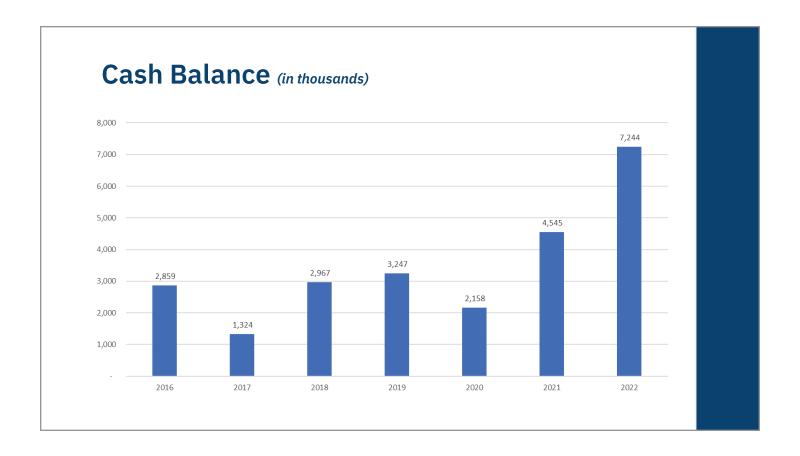
This is an analysis of the current fiscal year (May 2022–April 2023) operations. The blue and
orange bars represent overall budget for the year, and the grey bar shows actual expenses as of
January 2023. The University expects to meet its positive \$1.48 million bottom line budget goal.



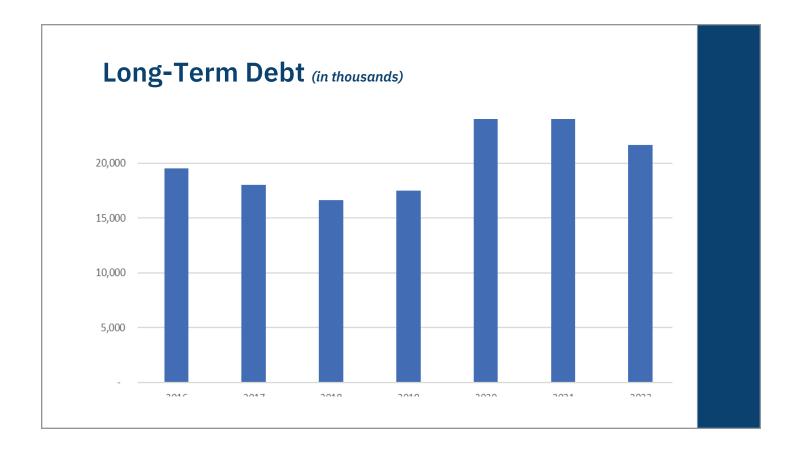
• Projected budget figures for the next three fiscal years (a fiscal year is May through April); including positive bottom lines ranging from \$1.5 million to \$4.2 million.



• Overview of changes in overall assets between 2016 and 2022, less liabilities. Net assets increased from \$138.6 million in fiscal year 2016 to \$177.5 million in fiscal year 2022.



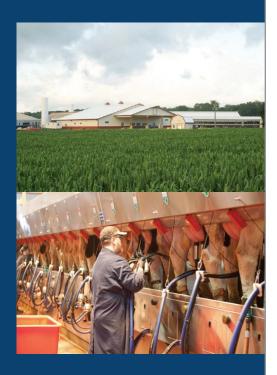
• This represents the amount of liquid assets, or cash on hand, each fiscal year, ranging from just under \$2.9 million in fiscal year 2016, through just over \$7.2 million in fiscal year 2022.



• While long-term debt increased during fiscal year 2020 (COVID-19 was declared a global pandemic in March 2020), the overall amount of long-term debt has decreased in the two years since.

Farm/Dairy Decision

- In 2018, Board voted to close the Dairy in summer 2019
 - The decision was made following a yearlong study of the Andrews University Dairy operations which showed ongoing challenges in the current marketplace for dairy products, including recent and projected losses for the University's dairy operations at the time of the decision.
 - The farm first began operations in 1901, and the dairy started in 1907.
 - The University farm has now shifted its focus to food crops grown on its 750 acres of land.



NOTES

• To read more about the decision to close the Andrews University Dairy, please see: andrews.edu/agenda/49664

Andrews' Partners: Contracted Services

Dining Services

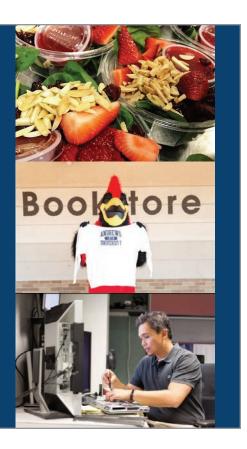
- Bon Appétit

Bookstore

- Barnes & Noble

Information Technology Services

- Dynamic Campus



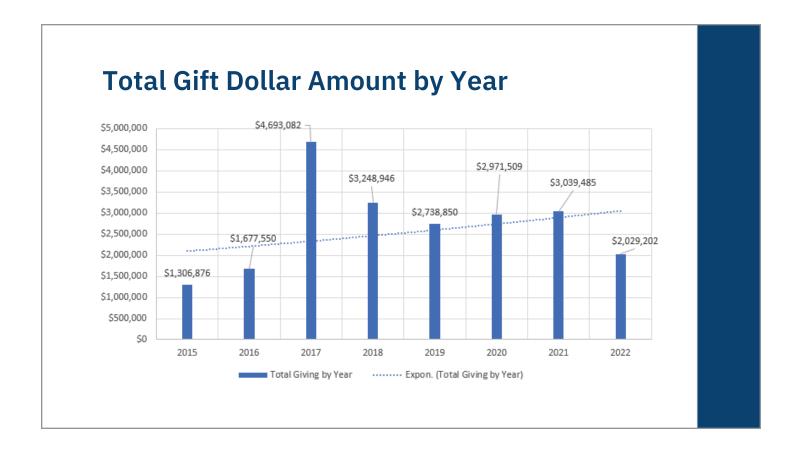
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To read more:

Dining Services: <u>andrews-university.cafebonappetit.com</u>

Bookstore: andrews.bncollege.com

ITS: andrews.edu/agenda/57218



 Tracking of all gift amounts between 2015 and 2022 received/recorded by University Advancement.

Giving Totals: 2015–2022

All Endowed Funds: \$7.95 million

Student Life COVID-19 Emergency Fund: \$291K
President's Worthy Student Scholarship: \$1.8 million
The World Changers Fund: \$1.4 million
Architecture Capital Project: \$275K
President's Allocated Fund: \$257K
Andrews Partnership Scholarship: \$76K
Buller Hall Capital Project: \$124K
Social Innovation Gifts & Grants: \$126K
Andreasen Center: \$8.5 million

NOTES

Specific levels of gifts to various scholarships and projects behind the annual giving totals
provided in the previous slide as well as some gifts received through Planned Giving & Trust
Services.

Planned Giving & Trust Services

\$11,246,387

2016–2022 Giving Total

NOTES

• Overall gifts between 2016 and 2022 to Planned Giving & Trust Services.

Endowments Held Beyond Andrews University

2016: \$4,695,648

2022: \$4,933, 149

Funds held at Lake Union Conference (<u>not</u> included in overall Andrews University endowment figures)

2016: \$2,000,000

2022: \$6,500,000

Funds invested at AdventHealth (also included in overall Andrews University endowment figures)

NOTES

• A recording of endowment investment totals held outside of Andrews University. The current \$4.9 million held at Lake Union Conference is *not* included in the totals in the next overall endowment values indicated on the next slide. The current \$6.5 million endowment funds that are invested in AdventHealth is reflected in the totals on the next slide.

Overall Andrews University Endowments Value

2016: \$49,005,962 2022: \$65,553,163

NOTES

• The growth in value of all Andrews University endowments between 2016 and 2022.



- A formal Office of University Culture & Inclusion (originally called Office of Diversity & Inclusion)
 was created in 2017 in connection with the creation of a cabinet-level post, vice president for
 Diversity & Inclusion, filled by Michael Nixon.
- You can read more at: <u>andrews.edu/diversity</u>.

#ItIsTime

- #ItIsTimeAU video :: Feb. 17, 2017
 - Posted by a group of Andrews students and a staff member.
 - · Video received at least 200K views.
 - Called for Andrews University to acknowledge and directly apologize for systemic injustice/racism, and to define a way forward.
- #ItIsTime chapel and video :: Feb. 23, 2017
 - The chapel featured Andrea Luxton and an #ItIsTime video featuring administrators, faculty and students. This video was subtitled #ListenDialogueChange.
 - #ItIsTime received more than 110K views.



- #ItIsTime was an Andrews University response to an #ItIsTimeAU video calling Andrews to acknowledge and apologize for systemic injustice and racism, and to define a way forward. It was released online by a group of students and a staff member on Feb. 17, 2017—and requested a formal response by the University within one week.
- The University's response centered on a chapel address by President Andrea Luxton on Feb. 23, 2017, the release of a response video (#ItIsTime: #ListenDialogueChange), and the documenting of a series of institutional commitments.
- You can read more about #ItIsTime at: andrews.edu/diversity/itistime

#ItIsTime

Andrews University Commitments

- Appoint a full-time, senior-level administrator of diversity.
- Continue to diversify our faculty, staff, administration and curriculum.
- Strengthen grievance process to better and directly report and seek to resolve injustice and mistreatment.
- Seek to better understand, respect and honor all the ways we worship.



- The Andrews University commitments made by the University in its response to #ItIsTimeAU; as noted earlier, the "full-time, senior-level administrator of diversity" role is filled by Michael Nixon, who is vice president for University Culture & Inclusion.
- You can read more about #ItIsTime at: <u>andrews.edu/diversity/itistime</u>
- You can review the full list of University commitments (summarized above) here:
 andrews.edu/diversity/itistime/our commitments 20170223.pdf

Office of University Culture & Inclusion

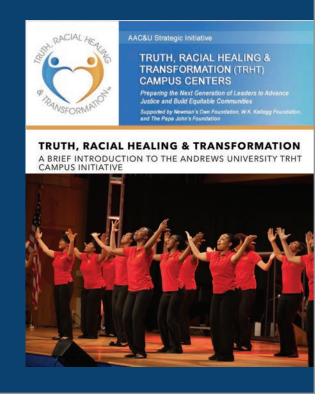
- VP Nixon serves as Chief Diversity Officer
- UCI efforts, including the Divino blog, address key diversity issues and celebrate the cultures that make up Andrews.
 - Cultural heritage months/cultural graduation stoles
 - Reflections on relevant topics
 - > COVID-19 and hatred towards Asian populations
 - > Racial issues/violence
 - > Women's right to vote
 - > Native American heritage



- An overview of Vice President Nixon's role as the University's Chief Diversity Officer. His Office
 of University Culture & Inclusion efforts include his online Divino blog, which speaks to key
 issues surrounding diversity and celebrates the cultures that make up Andrews University.
- You can find the Divino blog at: <u>andrews.edu/diversity/blog</u>

Office of University Culture & Inclusion

- Truth, Racial Healing & Transformation (TRHT) Center
 - First Christian campus
 - National Day of Racial Healing
 - Story Circles, Wellbeing 360 Course
- Institutional Diversity & Inclusion Action Council
 - Council focused on Andrews University's understanding of and commitment to diversity and inclusion issues.



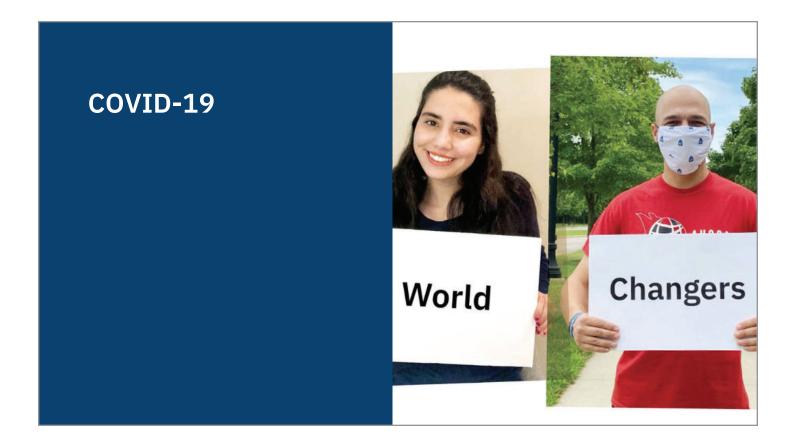
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You can read more about the Truth, Racial Healing & Transformation Center at:
 andrews.edu/diversity/trht campus center

First in Diversity

- "I have been blessed by the diversity of the professors and students and am thankful for the effort that has been made to make this a place where world changers can grow and be equipped to make a difference in our world for good:)"
- "Another thing about Andrews is that it is very diverse--that is one of the major things that I enjoy the most. I have many friends from the United States, Brazil, Rwanda, Kenya, China, Russia and many other people. This school is absolutely great!"
- "Andrews University is exclusively known for diversity and inclusion. One of the best things about Andrews is the incredible community it has. You get to build incredible relationships with people from different backgrounds and learn so much about other cultures ..."
- "Working in healthcare has opened my eyes to the joys and fears members of my community encounter daily. Regardless of someone's background or current circumstances, people deserve a caregiving team that sees their potential and works to bring them healing. Through exposure to different ethnic backgrounds and worldviews, Andrews University gave me an educational foundation of cultural competency. This has allowed me to better embrace and appreciate those who come from a different background than my own."
- "At Andrews, you can make friends from all over the world, have access to incredible opportunities like study abroad or study biology on the ocean, and receive a solid education."

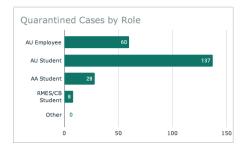
- A variety of comments from Andrews University students as they talk about the strength and advantages offered by Andrews University's diverse campus community.
- The University is tied for first place as the most ethnically diverse national university in U.S.
 News rankings and is also ranked in the Top Ten for number of international students:
 andrews.edu/agenda/61714

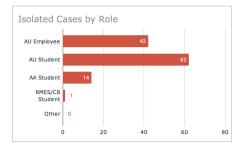


Read more about Andrews University's current COVID-19 response at:
 andrews.edu/worldchangers/changingworld

COVID-19/Quarantined/Isolated Cases

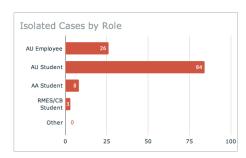
Fall 2020





Spring 2021





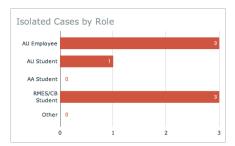
NOTES

 During the first two in-person school years following the March 2020 outbreak of COVID-19, Andrews University tracked and reported on quarantined (direct COVID-19 exposure and suspected) and isolated (positive COVID-19 test) cases among employees and students (including the two University schools, Andrews Academy and Ruth Murdoch Elementary School).

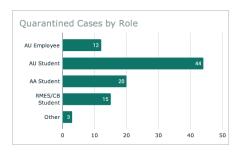
COVID-19/Quarantined/Isolated Cases

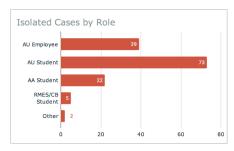
Summer 2021





Fall 2021



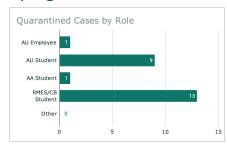


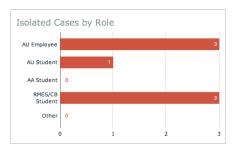
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COVID-19/Quarantined/Isolated Cases

Spring 2022

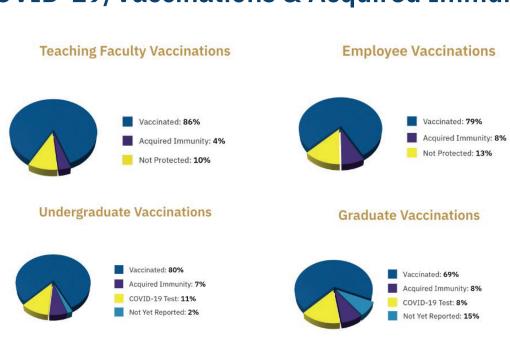




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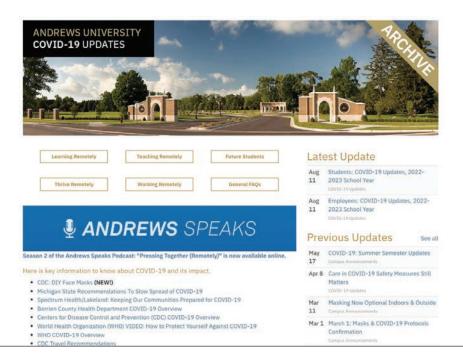
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- Once COVID-19 vaccinations were available, the University strongly encouraged (but did not require) COVID-19 vaccinations, and also tracked those who acquired immunity through a previous COVID-19 infection and those who chose to do regular COVID-19 tests instead of a vaccination.
- These charts represent the overall percentages of COVID-19 vaccinations, acquired immunity, COVID-19 testing (or no response/not yet reported) levels for teaching faculty, other Andrews employees, and undergraduate and graduate students.

COVID-19/Online Resources



NOTES

 The first University website for COVID-19 was launched in March 2020 when the entire campus first switched to remote learning and work assignments, which continued through the remainder of spring and the entire summer semester that year.

COVID-19/Online Resources CAMPUS SAFETY COVID-19 Campus Communication Mar 13 COVID-19 Update: Meal Plan Refunds Represents first wave of communication efforts in early Mar 13 COVID-19 Update: Residence Hall Students 2020 ... altogether, we sent Mar 12 COVID-19 UPDATE: Andreasen Center for Wellness approximately 150 COVID-19 related messages to the campus Mar 11 COVID-19 Update: Switch to Distance Learning community in the first three Mar 10 Provost: Additional Updates on COVID-19, Feb. 1 years of the pandemic. Mar 10 Provost: Increased Understanding, COVID-19, Feb. 5 Mar 10 Provost: CDC Travel Guidelines & Impact, Feb. 28 Mar 10 Provost: Travel Advisory, March 9 Feb 26 Coronavirus Updates Shared with Andrews Community Jan 29 Student Life: Campus Health Notice, Jan. 29

- The University maintains an archive of all formal communication on COVID-19, since its first message to campus in late January 2020 about the apparent risks of a newly discovered virus in China.
- You can find the entire archive of campus communications regarding COVID-19 here: andrews.edu/services/safety/resources/covid19/timeline.html

COVID-19/Online Resources



Andrews University maintains its commitment to be World Changers for a changing world. We are taking steps toward a campus experience that better reflects our reality before the COVID-19 pandemic. However, a shared commitment to keeping ourselves and our community safe remains essential.

PLEASE NOTE: You'll find all active Andrews University COVID-19 guidelines and policies for the current 2022-2023 school year on this page. This information confirms, replaces and/or updates all previous guidelines and policies shared in earlier versions of these Andrews University COVID-19 pages.

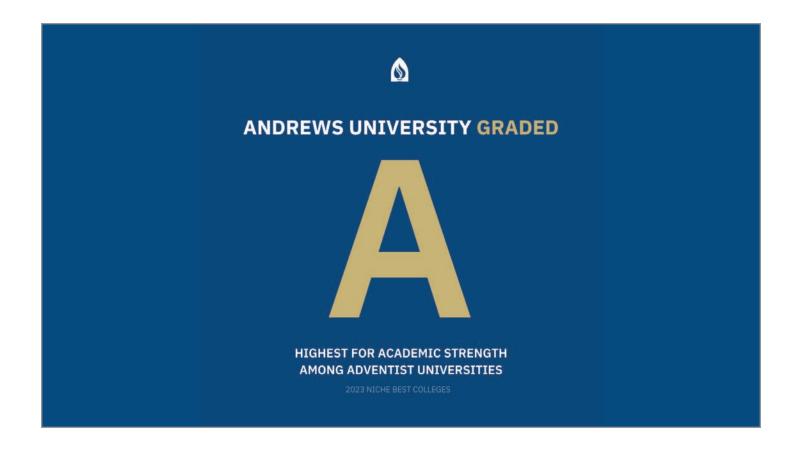
Campus Protocols

It's important for each member of our main campus community to understand and fully support the guidelines and expectations for each of Andrews University's COVID-19 protocols. You can link to those relevant protocols here:

- The current COVID-19 protocols and updates website was launched in summer 2020 and continues to be used and revised as a central resource on COVID-19 information.
- You can review the current version of the website here:
 andrews.edu/worldchangers/changingworld

UNIVERSITY RANKINGS

- Every August and September, a number of university rankings are published in the United States.
- The following slides feature some of the highlights from university rankings released in late 2022.



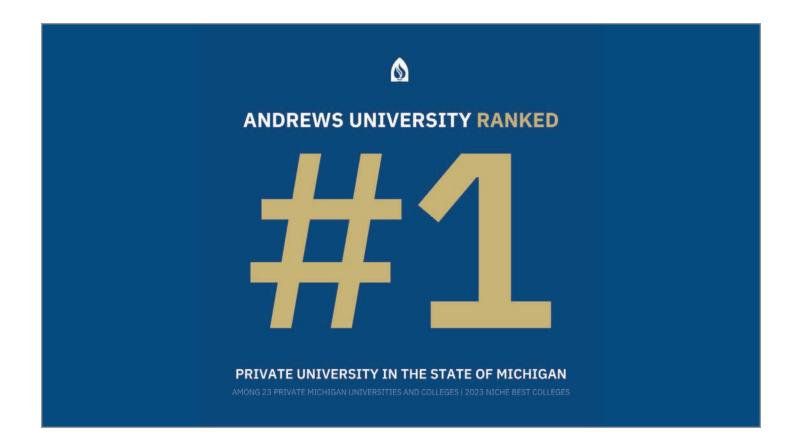
- The Andrews University rankings included in this and following slides come from the following sources:
- 2023 Niche Best Colleges: <u>niche.com/colleges/andrews-university/rankings/2022-2023</u>
- U.S. News Best Colleges: <u>usnews.com/best-colleges/andrews-university-2238</u>



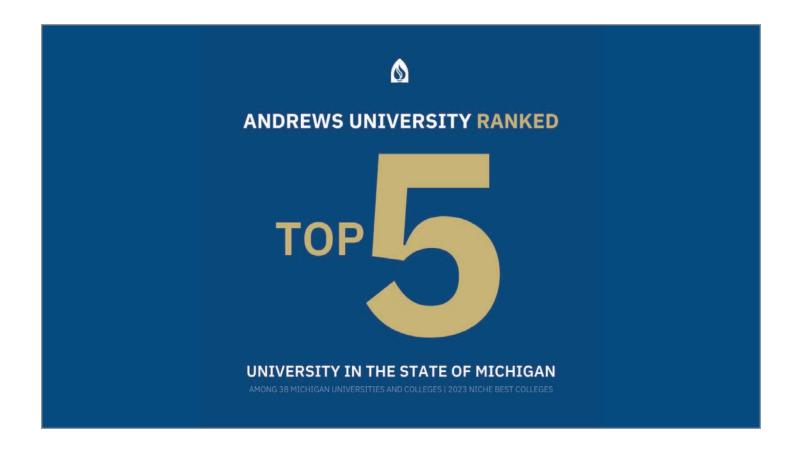
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- U.S. News Best Colleges: <u>usnews.com/best-colleges/andrews-university-2238</u>



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Campus & Student Life



- This section includes a brief overview of the past five years of activities offered and the issues faced by our Division of Campus & Student Life—especially reflecting on the impact of the COVID-19 global pandemic.
- You can read more about Campus & Student Life at: andrews.edu/life



COVID-19: Student Care

Food delivery and support to 300 student families

\$600K distributed to more than 450 students from Federal CARES ACT

An additional \$1.4 million raised for international and other needy students



COVID-19: Student Experience

Indoor masking, but later no social distancing mandates

Vaccine & Acquired Immunity Levels: Faculty, 86%; Staff, 77%, Undergrads, 81%; Grad, 72%

Much lower rate of COVID-19 infections compared to benchmark institutions

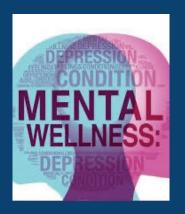


COVID-19: Outdoors & Community

Outdoor cultural and spiritual programming

Sports tournaments with sister Seventh-day Adventist institutions

- A significant focus of Campus & Student Life over the last seven years revolved around the challenges and opportunities that emerged from early 2020 and onward during the COVID-19 pandemic, including providing financial and food support for students and focusing on helping students thrive during remote learning (spring and summer semesters, 2020) and amidst ongoing COVID-19 restrictions and challenges that came once in-person learning resumed during fall semester 2020.
- A Community Covenant of Care set out standards of care for one another in the Andrews
 University community during the COVID-19 global pandemic. You can review that Covenant
 here: andrews.edu/worldchangers/changingworld/covenant-of-care/



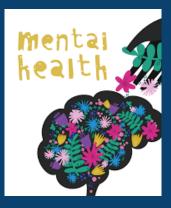
COVID-19: Mental Health

Student mental health has languished amidst the cloud of COVID-19.



COVID-19: USIT Impact

Fall 2020: Avg 30 students/week
Fall 2021: Avg 50 students/week



COVID-19: Wider Intervention

Residence Hall & Student Life deans

Counselors & embedded social workers

Faculty, staff and students

- Both during the period of remote learning (spring and summer semesters, 2020) and the return to in-person learning (fall semester 2020 onwards), the pressures and impact of COVID-19 on the mental health of our students has been clearly seen as our students have increasingly sought support and care for their mental health struggles.
- To read more about our University Counseling & Testing Center: <u>andrews.edu/services/ctcenter/</u>

Mental Health/Crisis Response Demographics

	LH	МН	UT	APTS	СОММ	REMOTE	TOTAL AVG PER WEEK
2017–18	11	4	0	5	0		20
2018–19	11	4	3	5	3	1	27
2019–20	11	6	6	6	2		32
2020–21	13	3	6	2	3	3	30
2021-22	16	6	5	3	3	2	39

NOTES

Both during the period of remote learning (spring and summer semesters, 2020) and the return to in-person learning (fall semester 2020 onwards), the pressures and impact of COVID-19 on the mental health of our students has been clearly seen as our students have increasingly sought support and care for their mental health struggles; last school year's average of 39 crisis response cases/week was the highest level over the past five years.



Andy's Welcome Back Weekend

Andy's Welcome Back Weekend (inspired by a 20-year-old dream by Philip DeLeon, who's been leading Student Engagement); the weekend's events included fireworks, ministry fair and requests for baptism following a Christian concert that was a highlight of the weekend.



David A. Faehner Almost Anything Goes

In 2022 was named in honor of VP David Faehner after 37 years of his passionate leadership and oversight of this event.

Annual event features (mostly!) friendly competition between classes.



Busy Saturday Evening: 4 Events, 4 Venues!

Andrews Symphony Concert in Howard

Family Feud in Newbold Auditorium

Outdoors Hispanic Heritage: Noche Latino

Soccer Tournament (with Oakwood, Southwestern & Union)

- During the 2022–2023 school year, much of campus social and spiritual life is unfolding with minimal COVID-19 restrictions, including:
 - · A packed Welcome Back Weekend
 - A new name for the nearly 40-year tradition of fall semester's Almost Anything Goes class competition event, one that reocgnizes the role that VP David Faehner played in inspiring and maintaining this much-loved campus tradition.
 - A busy Saturday night of activities (with four different students events at the same time across our campus)
- You can read more about student activities on campus here: <u>andrews.edu/life/involvement/</u>

University Wellness

- Wellness program seeks to encourage and empower campus community to take meaningful steps toward improved well-being.
 - Rachel Keele serves as director, and is also manager of Andreasen Center for Wellness
- Initiatives:
 - Certified Well Departments
 - Wellness Education
 - Wellness Ambassadors





- In recent years, Andrews University's historic commitment to whole-person development was bolstered by the creation of a University Wellness initiative, and the new Andreasen Center for Wellness, which had its ribbon cutting in late 2019.
- Those campus-wide efforts for wellness focus on employees and students wherever they live, study and work—regardless of whether they rely on the Andreasen Center directly for recreation and exercise.
- You can read more about University Wellness here: andrews.edu/wellness/

Andreasen Center for Wellness

■ Ribbon cutting: October 2019

- With the onset of the pandemic and COVID-19 restrictions, switched to online (and outdoor activities, when possible)
- Reopened in phases, starting September 2020
- Currently has 5,000+ and 500+ unique visitors each day

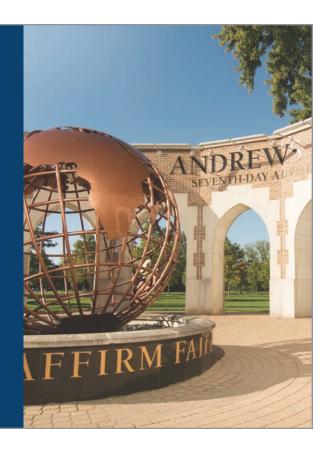
Amenities

- Saltwater pool & Healing Oasis
- · Indoor track, latest exercise equipment
- Group fitness classes
- Outdoor courtyard
- Training
- WIBIT Aqua Track



- The visible focus on University Wellness comes through the Andreasen Center for Wellness, the newest building on the Andrews University campus. It's named in honor of President Emeritus Niels-Erik Andreasen, the vision he had for this signature building and the successful capital campaign he led to pay for the construction.
- The Andreasen Center lobby was also named Newton Hoilette Commons to recognize the vision decades ago by retired Student Services VP Hoilette, who presented the idea of a "gymnatorium" to the Board of Trustees at the time; an idea which could include: "a combination of a new gymnasium and auditorium space, complete with facilities for wellness activities inclusive of a new swimming pool, a walking track, basketball, racquetball, etc."
- You can read more about the Andreasen Center for Wellness here: andrews.edu/wellnesscenter

Office of Research & Creative Scholarship



NOTES

• You can read more about the efforts of our Office of Research & Creative Scholarship here: andrews.edu/services/research

Research & Grants: Andrews University Models of Excellence Our 2023 Horn Award Winners



Daniel Gonzalez, PhD

Gonzalez is a recent recipient of the Fulbright Fellowship and National Geographic Explorer grant to study Amazonian manatees in the Amazon Basin of Brazil. Daniel also serves as the managing editor of the Latin



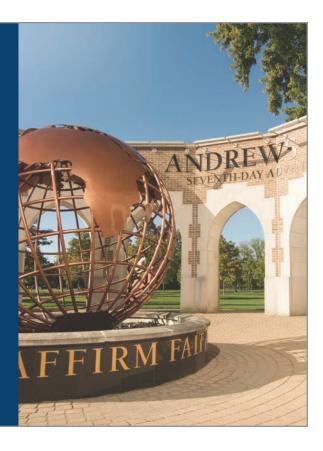
Oliver Glanz, PhD

Glanz was awarded a grant by the
Charis Foundation for the Creating
Annotated Corpora of Classical Hebrew
Texts research project,
done in collaboration with the
Free University of Amsterdam and
the University of Sydney.

- The 2023 winners of the Siegfried H. Horn Research & Creative Scholarship Award are great examples of our Andrews University teacher/scholar model, demonstrating excellence in teaching and research.
- In addition to teaching and mentoring our students in the Department of Biology, Daniel Gonzalez is a recent recipient of the Fulbright Fellowship and National Geographic Explorer Grant to study Amazonian manatees in the Amazon Basin of Brazil. Daniel also serves as the managing editor of the "Latin American Journal of Aquatic Mammals."
- Oliver Glanz was awarded a grant by the Charis Foundation for the Creating Annotated Corpora
 of Classical Hebrew Texts research project done in collaboration with the Free University of
 Amsterdam and University and the University of Sydney. Oliver was also recognized for his
 excellence in teaching in 2020, when he received the Daniel A. Augsburger Excellence in
 Teaching Award.

Research & Grants

- Total for past two years: **\$12.7 million**
- Five largest: **\$10.7 million**
 - Lilly Endowment: \$6 million (two grants)
 - U.S. Dept of Education: \$2.2 million
 - National Science Foundation: \$985K
 - NASA \$1.5 million (two grants)
 - GC/Council of Independent Colleges/Other: \$1.7 million

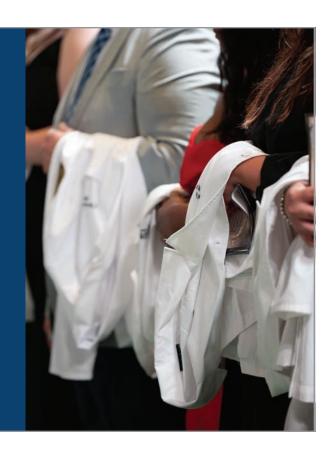


- Over the last two years, the University has received nearly \$13 million in grants to fund
 University and faculty research; the bulk came from five different sources, including the Lilly
 Endowment (<u>andrews.edu/agenda/61414</u> and <u>andrews.edu/agenda/59653</u>) and the U.S.
 Department of Education (<u>andrews.edu/agenda/57436</u>).
- You can read more about the efforts of our Office of Research & Creative Scholarship here:
 andrews.edu/services/research/

Initiatives to Increase Grants Andrews & University Grant Writing Grant Andrews & University FFIRM FAIL FFIRM F

- The Office of Research & Creative Scholarship aims to expand the number of individuals interested in pursuing funding through grants by hosting Grant Writing Workshops for faculty and staff. These sessions explore grant funding options and provide grant writing and grant application training. The four-session workshops cover the key elements of the pre-award processes, including program ideation, logic model development, grant application, and submission. More than 25 individuals have applied, and the first cohort of ten faculty is underway.
- The Office of Research & Creative Scholarship will allocate \$25,000 per year to provide Grant Writing Grants to support our faculty in securing time to write and submit external research grant applications. These grants can be used for a course teaching release or a non-teaching stipend to faculty members during the writing and submission process for external research grants. Andrews University's regular teaching faculty are eligible to apply at any time during the academic year. You can read more here:
 andrews.edu/services/research/faculty_resources/faculty_grantwriting_grants
- You can read more about the efforts of our Office of Research & Creative Scholarship here:
 andrews.edu/services/research/

College of Health & Human Services



NOTES

- You can read more about the College of Health & Human Services here: andrews.edu/chhs/
- The College of Health & Human Services includes the following academic areas:

Communication Sciences & Disorders: <u>andrews.edu/chhs/speech</u>

Nursing: andrews.edu/chhs/nursing

Population Health, Nutrition & Wellness: andrews.edu/chhs/publichealth

Medical Laboratory Sciences: andrews.edu/chhs/mls

Rehabilitation Sciences: andrews.edu/chhs/pt

 Architecture (moved out of CHHS to be a freestanding School of Architecture & Interior Design, reporting directly to the provost, in late 2022): <u>andrews.edu/said</u>

College of Health & Human Services

- Excellence in education
 - Accredited programs through seven accrediting organizations
 - Steady growth in new programs
 - MS in Speech-Language Pathology
 - New online MPH/BSPH and AS Architecture degrees



- For more information on the College of Health & Human Services see: <u>andrews.edu/chhs</u>
- Note: As of late 2022, the School of Architecture & Interior Design is now a freestanding school in the University structure.

College of Health & Human Services

- Signature programs with national recognition (physical therapy and architecture)
- Graduation and employment rates above the national average
- Interdisciplinary training and research



- For more information on the College of Health & Human Services see: <u>andrews.edu/chhs</u>
- Note: As of late 2022, the School of Architecture & Interior Design is now a freestanding school in the University structure.

Creative and Innovative Service: Local/National



Pathway to Health

"We got to apply what we learned in class to real-life situations ..."

A Home for Hope

"The Tiny House building project was a unique way of directly carrying out SAID's mission to foster whole human health, explore innovative solutions, and provide service to mankind through our profession."

University "Stretching" Calendar

"Doctor of Physical Therapy students developed a valuable resource to facilitate wellbeing for Andrews employees, students and extended communities"

- Pathway to Health (Indianapolis, Indiana). Nursing and MLS students, faculty, alumni participate in 2022 Pathway to Health. "We got to apply what we learned in class to real-life situations... Medical professionals were so understanding and entrusted us to be able to apply our knowledge. It was really powerful."
- A Home for Hope This building project was a unique way of directly carrying out the School of Architecture & Interior Design's mission to foster whole human health, explore innovative solutions, and provide service to mankind through our profession. Betty's new home has enabled her to live without the same health challenges she faced in the past and provided opportunities for her to continue ministering to others that were not possible before.
- University "Stretching" Calendar Doctor of Physical Therapy students developed a valuable resource to facilitate wellbeing for Andrews employees, students and extended communities.
- Other Projects (not pictured)
- Vocal use and posture training to reduce voice disorders MS Speech-Language Pathology and Doctor of Physical Therapy students conducted voice & posture screenings and shared their skills & knowledge to help educators and others.
- HERBIE Clinic: Healthcare and Evangelism Reaching Beyond Including Everyone Physical
 therapy, medical laboratory science and nursing students, faculty and alumni volunteer at
 the pro bono clinic in Niles, Michigan, serving adults who currently do not have any form of

Creative and Innovative Service: International



Medical/Dental Clinics

"Four self-contained clinic units designed and built by SAID MArch students have been delivered to DRC, Swaziland and Guatemala."

Impact in Kenya

"DNP student Sabina Bett saw the need for educating diabetic patients in Kenya and studied the effectiveness of educational intervention on diabetic knowledge for Kenyan adults. Her work was featured on Kenyan TV."

Public Health Education in Scandinavia

"MPH alumna Theresa Nybo produces vegetarian, plant-based cooking course programs for LifeStyleTV in broadcasts throughout Scandinavia in the Danish, Norwegian, Swedish and English languages."

NOTES

Medical & Dental Clinics Delivered to Developing Countries

Four self-contained clinic units have been completed and delivered to DRC, Swaziland and Guatemala. These clinics can operate in remote locations and function off-grid as well as connected to a generator when available.

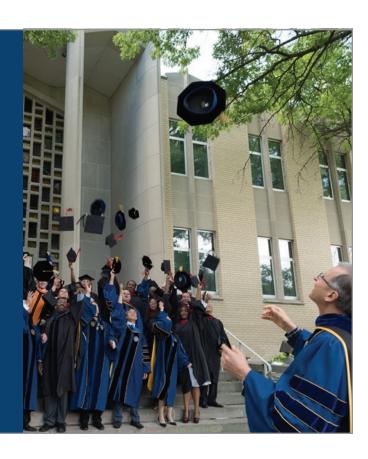
Student Project Makes an Impact in Kenya

DNP student Sabina Bett saw the need for educating diabetic patients in Kenya and studied the effectiveness of an educational intervention on diabetic knowledge on Kenyan adults for her capstone project. The local county government decided to feature her project on the local television channel in Kenya.

Public Health Education in Scandinavia

MPH alumna Theresa Nybo produces health promotion programs for LifeStyleTV and writes articles with a strong preventative health focus for LifeStyleVIEW magazine. LiveStyleTV is a supporting ministry to the Seventh-day Adventist Church and broadcasts throughout Scandinavia in the Danish, Norwegian, Swedish and English languages. The vegetarian, plant-based cooking course and materials she developed are also used by churches and health clubs to connect with and promote more sustainable choices in their local communities.

Seventh-day Adventist Theological Seminary



NOTES

- You can read more about the Seventh-day Adventist Theological Seminary here:
 <u>andrews.edu/sem</u>
- The Seventh-day Adventist Theological Seminary includes the following academic areas and centers:

Practical & Applied Theology: <u>andrews.edu/sem/departments/path</u>
Discipleship & Lifespan Education: <u>andrews.edu/sem/departments/dsle</u>
Theology & Christian Philosophy: <u>andrews.edu/sem/departments/thst</u>

Old Testament: <u>andrews.edu/sem/departments/otst</u>
New Testament: <u>andrews.edu/sem/departments/ntst</u>
World Mission: <u>andrews.edu/sem/departments/mssn</u>
Church History: <u>andrews.edu/sem/departments/chis</u>

Centers

Seminary Online Learning Center: <u>andrews.edu/sem/sdlc</u>
North American Division Evangelism Institute: <u>nadei.org</u>
Center for Adventist Research: <u>centerforadventistresearch.org</u>
Institute of Hispanic Ministry: <u>andrews.edu/sem/ihm-spa</u>

Center for Youth Evangelism: cye.org

Institute of Archaeology & Horn Archeological Museum: andrewsarchaeology.org

Global Research Center (with GC Office of Archives & Statistics)

Institute of Jewish-Christian Studies
International Religious Liberty Institute
Center of Continuing Education for Ministry

Enhanced Master of Divinity Program

- Reduced required credits from 92 to 78 for MDiv students with religion or theology undergraduate degrees.
- Students able to complete the program in two academic years instead of three years, if not lacking prerequisite courses.
- Sponsored students able to return to their conferences sooner.
- Added hybrid program where a student may take prerequisite courses and up to 50 percent of core classes online and then only need to be on campus for approximately 1½ years.



NOTES

• You can read more about the Master of Divinity program here: andrews.edu/sem/mdiv

Mission Engagement

- Cuba Study Tours
 - · Nine study tours in last ten years
 - · Bicycles, medical equipment, clothing
 - Community projects and evangelism
- Water crisis in Flint, Michigan
- Ukraine
 - Lectures
 - Relief efforts
 - Upcoming evangelism meetings



NOTES

Cuba Study Tours

2013—First Seminary Study Tour 2023—9th Seminary Study Tour

Donations Delivered

OBicycles for pastors OMedical supplies
OClothing OToys OComputers OMusical instruments

Activities

OCommunity outreach projects OEvangelistic meetings

OChildren's programs OMinisterial seminars

OAssist families of host homes

Water Crisis in Flint, Michigan

Students helped distribute water

Eastern Europe (Ukraine)

Meetings in Bila Tservka Seventh-day Adventist Church Archaeology & Bible lectures to Fursy Public School students Lecture at School of Linguistics and Agriculture, Bila Tservka, Western Ukraine Seminary and Adventist World Radio collaborating for evangelistic meetings in May 2023

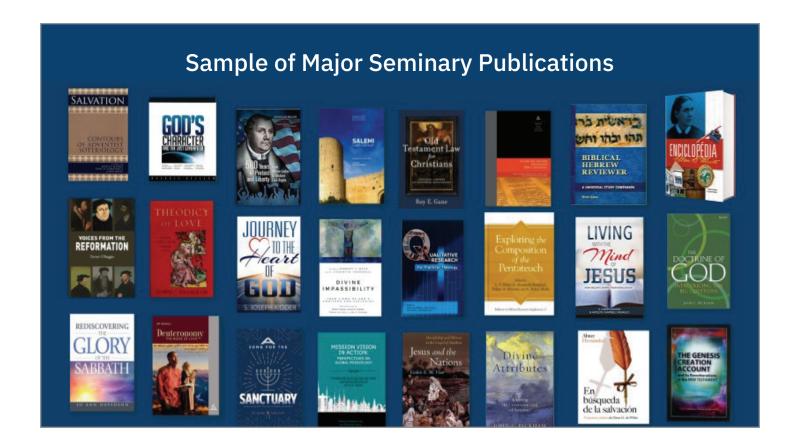
Worldwide Impact of Doctor of Philosophy Programs

- Six recent graduates serving at the General Conference
- Altogether, 21 graduates in teaching /administrative positions at Andrews
- Sample of 2016–2022 graduates' areas of service includes:
 - AIIAS, as well as Adventist universities in Brazil, Colombia, Puerto Rico, Lebanon, United States
 - Center for Adventist Research, Southern Pacific Division, Pioneer Memorial Church

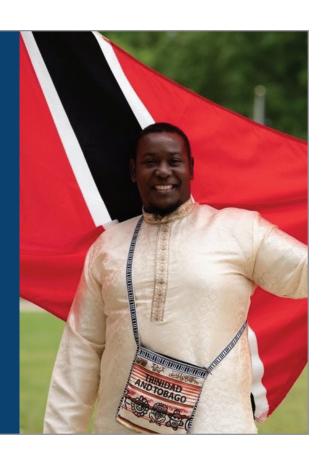


NOTES Sample of 2016–2022 Graduates' Areas of Service:

- Kenneth Bergland, Assistant Professor, Theological Seminary, Adventist International Institute of Advanced Studies, Philippines
- Jolive Chaves, Dean, Adventist College of Bahia, Brazil
- Edyta Jankiewicz, Associate for Women in Ministry, South Pacific Division, Australia
- Franklin Marti, Professor, Antillean Adventist University, Puerto Rico
- Jahisber Penuela Peneda, Professor, Colombia Adventist University, Colombia
- Adriani M. Rodrigues, Academic Dean, Theological Seminary, Brazil Adventist University, Brazil
- Amanda McGuire-Moushon, Assistant Dean for Graduate Education, College of Education & International Services, Andrews University
- Denis Kaiser, Associate Professor, SDA Theological Seminary and Research and Publication Editor, Center for Adventist Research
- Jerome Skinner, Assistant Professor, SDA Theological Seminary
- Michael Younker, Educational/Historical Research Specialist, Office of Archives, Statistics, and Research, General Conference
- Slavisa Jankovic, Assistant Professor, Middle East University, Lebanon
- Oleg Kostyuk, Assistant Professor, AdventHealth University, Florida
- Jenifer Daley, Administrative Pastor, Pioneer Memorial Church, Andrews University
- Leonardo Nunes, Professor, Parana Adventist College, Brazil



Read more about these and other books authored by Seminary professors at: <u>digitalcommons.andrews.edu/sem-books</u>



NOTES

- You can read more about the College of Education & International Services:
 <u>andrews.edu/ceis</u>
- The College of Education & International Services includes the following academic areas and services:

School of Education: andrews.edu/ceis/sed

School of Leadership: <u>andrews.edu/ceis/leadership_school</u>

School of Distance Education: andrews.edu/distance

Department of Graduate Psychology & Counseling: andrews.edu/ceis/gpc

Center for Leadership: andrews.edu/ceis/centerleadership

Center for Off-Campus Programs: <u>andrews.edu/distance/partnerships/ocp</u>
Center for Continuing Education for Teachers: <u>andrews.edu/ceis/cce/programs</u>
Center for Digital Learning & Instructional Technology: <u>andrews.edu/distance/dlit</u>

Center for Intensive English Programs: andrews.edu/ceis/ciep

Griggs International Academy: griggs.edu

- Creation of CEIS
 - Merger of:
 - >School of Education
 - > School of Distance Education
 - Strategic expansion of online programs and resources for teachers, leaders and psychologists



- You can read more about the College of Education & International Services here:
 andrews.edu/ceis
- You can also read about the School of Education (<u>andrews.edu/ceis/sed</u>) and the School of Distance Education (<u>andrews.edu/distance</u>) at the links included here.

- Accreditations
 - APA Accreditation for GPC
 - CAEP Accreditation for School of Education
 - CACREP Re-accreditation



- You can read more about the College of Education & International Services here:
 <u>andrews.edu/ceis</u>
- You can read more about the School of Education here: andrews.edu/ceis/sed
- You can read more about the Department of Graduate Psychology & Counseling (GPC) here:
 <u>andrews.edu/ceis/gpc</u>

- Creation of Center for Leadership
 - Includes the Global Leadership Institute
 - Expands services to the Adventist community
 - Committed to training Adventist leaders around the world



- You can read more about the College of Education & International Services here:
 andrews.edu/ceis
- You can read more about the Center for Leadership here: <u>andrews.edu/ceis/centerleadership</u>
- You can read more about the Global Leadership Institute here: <u>andrews.edu/gli/</u>

- Expansion of Agreements with Unions in the North American Division
 - Designed to provide online teacher education programs throughout the Division



- You can read more about the College of Education & International Services here:
 andrews.edu/ceis
- You can read more about the College of Education & International Services' national and international partnerships here: <u>andrews.edu/distance/partnerships/ocp/</u>

- Expanded workforce training and adult education
 - Andrews University officially recognized by state of Michigan to provide training to residents of the state and eligible for Michigan grants



NOTES

You can read more about the College of Education & International Services here:
 andrews.edu/ceis

College of Arts & Sciences



NOTES

- You can read more about the College of Arts & Sciences here: <u>andrews.edu/cas</u>
- The College of Arts & Sciences includes the following academic areas:

Humanities Division

- English: andrews.edu/cas/english
- History & Political Science: <u>andrews.edu/cas/history</u>
- International Languages & Global Studies: <u>andrews.edu/cas/inls</u>
- Music: andrews.edu/cas/music
- Religion & Biblical Languages: <u>andrews.edu/cas/religion</u>

Social Sciences Division

- Visual Art, Communication & Design: andrews.edu/cas/vacd
- Behavioral Sciences: <u>andrews.edu/cas/behavioral</u>
- Library Sciences: <u>andrews.edu/services/library</u>
- Social Work: <u>andrews.edu/cas/socialwork</u>

S.T.E.M. Division

- Agriculture: <u>andrews.edu/cas/agriculture/</u>
- Biology: <u>andrews.edu/cas/biology</u>
- Chemistry & Biochemistry: <u>andrews.edu/cas/chemistry</u>
- Engineering: andrews.edu/cas/engineering
- Mathematics: andrews.edu/cas/math
- Physics: andrews.edu/cas/physics



Explore Andrews Summer Camp

Topics-based summer camp for middle school students, and taught by Andrews faculty.



Early College Experience

Three weeks of learning and fun for high school Junior, Seniors and incoming Freshmen.



AU Abroad

An international partnership for learning, research and internships.

- To find out more:
- Explore Andrews Summer Camp: andrews.edu/exploreandrews/middleschool
- Early College Experience: <u>andrews.edu/exploreandrews/earlycollege</u>
- AU Abroad: <u>andrews.edu/exploreandrews/auabroad</u>

CAS Social Science Division: Our Mission of Change Through Service



David Sherman

Psychology



Willis Byas

Master of Social Work



Meryen Gonzales

Communication

- David Sherman is a 2020 graduate of Andrews University with a BS in psychology. When he
 needed to complete his capstone/research requirement, he sought out an opportunity to return
 to serve our students and the School of Social & Behavioral Sciences (you can read more about
 David's area of study here: andrews.edu/cas/behavioral).
- Willis Byas is a graduate intern with the International Center for Trauma Education & Care. In the early weeks of the Russian/Ukrainian war, as families sought refuge in Poland, a non-Adventist aid organization reached out to the Trauma Center asking for training to meet the needs of these refugees. At the end of six weeks of online training, the volunteers were excited and motivated to serve, but most importantly they could offer HOPE (you can read more about the International Center for Trauma Education & Care here: andrews.edu/cas/socialwork/traumacare).
- Meryen Gonzales is a communication/public relations major. She came from Panama after winning a country-wide speech contest which gave her free tuition to any college in the world. She chose Andrews. She arrived not speaking a word of English but worked hard to learn. She is now serving as the Spiritual VP for Andrews University Student Association and preached at Pioneer Memorial Church a few weeks ago (in Spanish); you can watch her sermon here: pmchurch.org/service/2023/01/28/get-unrealistic-faith). You can read more about Meryen's academic program here: andrews.edu/cas/vacd.

CAS STEM Division: Our Mission of Change Through Research



Noe Reyes Rivas

Mathematics



Zack Edema

Engineering



Daryna Kulinich

Animal Science

- Noe Reyes Riva is a mathematics major who has presented research at national conferences and partificipated in National Science Foundation-funded summer research with Professor Anthony Bosman. His accomplishments have led to his acceptance into the nation's top Applied Mathematics PhD program at Brown University—fully funded with stipend. You can read more about Noe's academic program here: <u>andrews.edu/cas/math</u>
- Zack Adema is an engineering student and part of the Surgical Head Lamp Project, a
 collaboration with Loma Linda University that promises a design that is more economical, stable
 and convenient to use. You can read more about Zack's academic program here:
 andrews.edu/cas/engineering
- An animal science and pre-vet student, Daryna Kulinich, is comparing how age is related to the amount of effort exerted to obtain food, contrafreeloading, in female goats at the Andrews University Agriculture Education Center. You can read more about Daryna's academic program here: <u>andrews.edu/cas/agriculture/</u>

CAS Humanities Division: Our Mission of Change Through Engagement



Lily Burke

English, Behavioral Science, Honors



Lisiane Umuhire

Spanish, Psychology

- Lily Burke is an interdisciplinary student: English, behavioral science and Honors. Across all she does, Lily seeks and shares knowledge, bringing awareness about disability studies to our department, an important contribution which has helped shape class discussions, curricular awareness, and even a colleague's research focus. She also serves her Andrews community as a Writing Center tutor and student coordinator for the center. Lily pairs her intellectual pursuits with a deep and sincere faith that she shares with those around her. And she is not shy when it comes to using these commitments to change the world. You can read more about Lily's programs here: English (and the J.N. Andrews Honors Program (andrews.edu/services/honors).
- Lisiane Umuhire, a double major in psychology and Spanish, graduated in 2022 and is now serving as a student missionary in Bolivia. Lisiane came to Andrews looking for opportunities to engage others and make a difference in vulnerable communities and found her passion in psychology and languages. She is planning to return to Andrews in fall 2023 to continue her graduate studies in social work. You can read about Lisiane's undergraduate studies in psychology (andrews.edu/cas/behavioral/) and Spanish (andrews.edu/cas/inls) onine, as well as learn more about her planned graduate social work program: andrews.edu/grad/programs/cas/social work.html



J.N. Andrews Honors Society

- High Quality General Education
 - > Integrated, development and interdisciplinary curriculum
- Research, including the capstone Honors Thesis
- Diverse Student Population
- Core Values of Diversity, Equity and Inclusion
- Expanded Next-Step Planning Services





NOTES

• You can read more about the J.N. Andrews Honors Program here: andrews.edu/services/honors



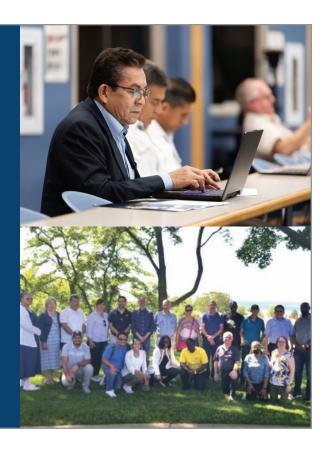
NOTES

- You can read more about the College of Professions here: <u>andrews.edu/cp</u>
- The College of Professions includes the following academic areas:

School of Business Administration: <u>andrews.edu/cp/sba</u>
Department of Aviation: <u>andrews.edu/cp/aviation/</u>
Department of Computing: <u>andrews.edu/cp/computing</u>

Graduate Programs: andrews.edu/cp/sba/graduate

- 12th Biennial Business Teachers Conference:
 June 2022
 - Largest in history; 65 in person and 44 online
 - 32 Seventh-day Adventist universities represented



NOTES

You can read more about the 12th Biennial Business Teachers Conference here: <u>digitalcommons.andrews.edu/btc/12th-Biennial/</u>

- Chan Shun Hall Lobby remodeled and renamed
 AdventHealth Student Center
 - Students greatly enjoy the lobby, which has transformed student life in Chan Shun Hall
 - Project completed one year ago



NOTES

• You can read more about the AdventHealth Student Center Chan Shun Hall Lobby project here: andrews.edu/agenda/60355

- Two new degrees have been added
 - Cybersecurity, fall 2022
 - > Department of Computing started a BS in Cybersecurity
 - PhD in Business Administration, fall 2023 start
 - >30 applicants in the pipeline for August start, planning on starting with 15–20 candidates



- Professions Career Fair
 - Largest turnout ever
 - 350 Andrews students participated
 - > 38 majors/graduate programs represented
 - More than 30 companies and organizations were present
 - > Five organizations interviewed students that day
 - > An additional 14 planned interviews with students later



NOTES

You can read more about the College of Professions Career Fairs here:
 andrews.edu/cp/sba4/html/careers/career-fairs-n-events

- Department of Aviation
 - Recently purchased a FRASCA International flight simulator
 - Purchased three small flight simulators for students to use when weather doesn't permit flight practice



NOTES

• You can read more about our Department of Aviation here: <u>andrews.edu/cp/aviation/</u>

Faith Development

- The last seven years have seen the greatest expansion of faith development since the early 2000s on the campus of Andrews University.
- Has included expanded support and staffing for our Center for Faith Engagement.
- The Center is fully devoted to focusing on and achieving faith integration and an expansion of mission into academic operations and programs throughout our community.

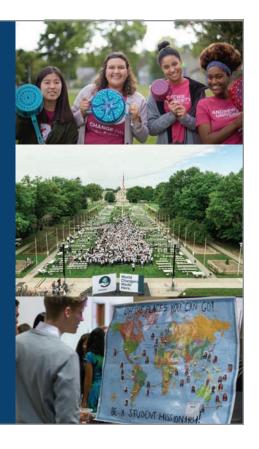


NOTES

• You can read more about our Center for Faith Engagement here: <u>andrews.edu/faith</u>

World Changers

- Change Day
 - Launched 2016
 - On average more than 1,000 students and employees participate annually
 - Provides service to 50 sites throughout the community
- Other World Changing Service
 - Service Sabbaths
 - Student Missions



- Change Day, along with a focus on community engagement through service, was introduced in 2016.
 - On average, over 1000 students and employees participate
 - Serves an average of 50 sites, including support to multiple municipalities, educational entities (public schools and Adventist schools), local non-profits and domestic non-profits.
 - Our newest project was assembling over 18,000 packages for the organization Christmas Behind Bars.
- The event is a springboard for ongoing connection with local non-profits.
- Making this initiative work effectively relied on an expansion of resources and staffing to the Center for Faith Engagement (formerly Office of Campus Ministries). This overall project includes oversight of Change Day, Service Sabbaths and additional support for Student Missions.
- You can read more about Change Day here: <u>andrews.edu/changehub/day</u>
- You can find out more about our Student Missions program here: andrews.edu/faith/missions

Character & Calling

Affirm Faith

- Articulate a biblical worldview to interpret life, learning and civic responsibility from an Adventist perspective.
- Examine and practice moral, intellectual and theological virtues that reflect God's loving character.



NOTES

"True education does not ignore the value of scientific knowledge or literary acquirements; but above information it values power; above power, goodness; above intellectual acquirements, character. The world does not so much need men of great intellect as of noble character"

Ellen White, Education, page 225

Affirm Faith

Articulate a biblical worldview to interpret life, learning, and civic responsibility from a Seventh-day Adventist perspective.

Examine and practice moral, intellectual, and theological virtues that reflect God's loving character.

Character & Calling

Vocation and Calling

- An initiative designed so that every student has the opportunity and responsibility to pursue two essential questions:
 - > "Who am I called to be?"
 - > "What am I called to do?"
- The Center for Faith Engagement, Department of Religion & Biblical Languages and Career Center work together to meet students at multiple touchpoints. These efforts are being funded in part by a NetVue grant.



- You can read more about the NetVue grant and its intention to help students support their exploration of vocation in their lives here:
 - adventistreview.org/release/andrews-university-secures-grant-to-help-exploring-vocation/

Post-Pandemic Faith

- Students are active in engaging faith outside of the classroom.
 - Over 60 percent of students attend Sabbath worship services
 - Over 40 percent are involved in a weekly small group
 - Over 80 percent are involved in service projects in the community as part of their club, fellowship, church, or of their own initiative
 - A majority of our students grew their faith last semester
 - Week of Prayer with Pastor Debleaire Snell concluded with over 20 requests for baptism.



- You can read more about the three main church and fellowship services on campus each Sabbath:
- Pioneer Memorial Church: <u>pmchurch.org</u>
- New Life Fellowship: facebook.com/NewLifeAU
- One Place Fellowship: <u>facebook.com/oneplacefellowship</u>

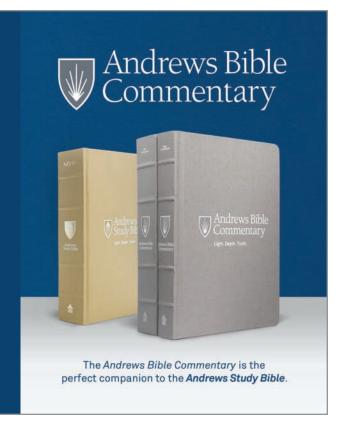
Andrews University Press

Andrews Bible Commentary

- Editor: Angel M. Rodriguez
- Concise, two-volume commentary
- In partnership with the GC and designed as a complement to the Andrews Study Bible.
- Ten-year project involving more than 60 scholars around the world

Upcoming

- God with Us: An Introduction to Adventist Theology—John C. Peckham
- God and Death—John W. Reeve and Jiri Moskala, editors



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- You can find out more about the Andrews University Press here: andrews.edu/universitypress
- Andrews Bible Commentary ed. Angel M. Rodriguez

Concise, two-volume commentary

In partnership with the General Conference

Positioned as "the Adventist standard for the next generation," and

"the accessible commentary by the scholars of the church for the people of the church"

Designed as a complement to the Andrews Study Bible

Ten-year project involving more than 60 scholars around the world

Fully completed and released in June 2022

You can read more about the Andrews Bible Commentary here: <u>andrews.edu/universitypress/bible</u> <u>commentary</u>

- Upcoming...
- God with Us: An Introduction to Adventist Theology John C. Peckham

Intended to be the main textbook for all Adventist undergraduate and graduate classes dealing with Adventist doctrines

In partnership with the Biblical Research Institute of the General Conference On track to be available Fall 2023

• God and Death – John W. Reeve and Jiri Moskala, eds.

The definitive denominational work on issues relating to death, hell and conditional immortality In partnership with the Seventh-day Adventist Theological Seminary at Andrews University Planned for extensive distribution to evangelical scholars, Adventist pastors and teachers worldwide Manuscript in the early editorial phase

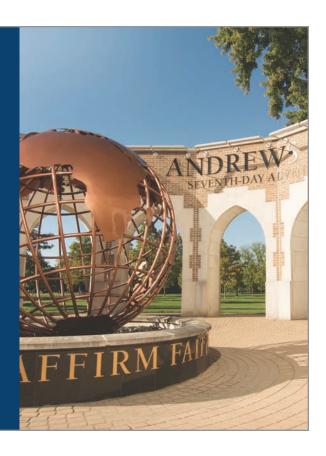
 Overview of Andrews University Press 2023 booklist: <u>digitalcommons.andrews.edu/cgi/viewcontent.cgi?article=1014&context=booklists-books</u>

Strategies for The Road Ahead

Greater Access

Greater Flexibility

Innovative Solutions



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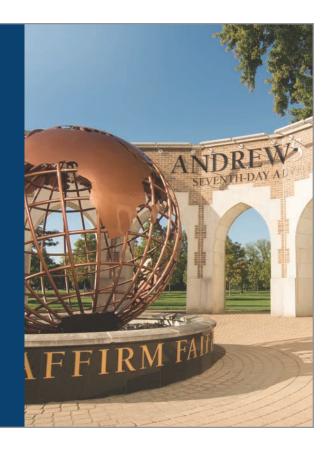
• You can read more about the 2022–2025 Andrews University Strategic Plan here: andrews.edu/president/strategicplan/

Strategies for The Road Ahead

Broadened Revenue Streams

Deepened Partnerships

Continued Prayer



Andrews University World Changers Made Here.

- Andrews University website: <u>andrews.edu</u>
- For more information about Andrews University: <u>andrews.edu/about</u>
- Information for prospective students: <u>andrews.edu/admissions</u>
- Undergraduate programs at Andrews University: <u>andrews.edu/undergrad</u>
- Graduate programs at Andrews University: <u>andrews.edu/grad</u>
- Schedule a campus visit: <u>andrews.edu/visit</u>
- 360 degree virtual tour of Andrews University: <u>andrews.edu/360tour/</u>