



HUNTINGTON
— UNIVERSITY —

FAITH FORWARD

2022



Christ. Scholarship. Service.



MISSION STATEMENT



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

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



THE UNIVERSITY'S MISSION WILL BE ACCOMPLISHED AS IT...



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

PHILOSOPHY OF EDUCATION



With the conviction that all truth is God's truth, the University exists to carry out the mission of Christ in higher education. As a Christian university, Huntington is committed to developing the whole person, assisting students to understand all areas of human knowledge from the perspective of a Christian worldview, and preparing them to impact their world for Christ. While the programs of the University are designed especially for students who desire to study in such an environment, the University welcomes students of all faiths who understand the objectives of the University and are willing to abide by its regulations. The University is committed to a strong liberal arts emphasis,

with general requirements in the arts, history, literature, philosophy, and natural and social sciences for all students, regardless of the vocation or profession for which they are preparing.



IN DEVELOPING THE WHOLE PERSON, THE UNIVERSITY EMPHASIZES INTELLECTUAL, PHYSICAL, SOCIAL, AND RELIGIOUS OBJECTIVES:

- The University encourages the development of thorough scholarship; habits of honest, clear, constructive, critical thought; a command of oral and written English; an understanding of the meaning, methods, and interrelationships of the principal fields of learning; an appreciation of beauty as expressed in nature and the arts; and concentration in one or two fields of learning in preparation for life's work.
- The University encourages students to value physical well-being as a basis for wholesome living and good health and to develop a personality that makes possible mutually satisfying and cooperative relations with others.
- The University encourages students to develop their faith, to interpret fields of learning from a Christian perspective, to commit themselves to Christ as Savior and Lord, and to develop traits of Christian character and service.

The University recognizes that, as a Christian university, it must make itself not a refuge from the contemporary world but an arena for encounter with that world and creative response to it. The University must emphasize the necessity for students to make a critical and personal response to the issues encountered in the various areas of study and challenge students to think through the relationship between their Christian faith, their academic pursuits, their career goals, and their personal lives. These challenges should include unsolved problems and open questions, as well as issues for which satisfactory solutions have already been worked out. The University must accept disagreement and controversy as a normal and healthy part of its life as a university, rather than viewing them as a threat to be avoided by silence on controversial topics.



THE UNIVERSITY RECOGNIZES THAT IT IS UNSUCCESSFUL TO THE EXTENT THAT:

**...NOT A REFUGE FROM
THE CONTEMPORARY
WORLD BUT AN ARENA FOR
ENCOUNTER WITH THAT
WORLD AND CREATIVE
RESPONSE TO IT.**

- Students learn information but are not challenged to rethink their values.
- Students become familiar with a major field of study but are not ready to do independent and critical thinking in their fields.
- Students learn about current problems, issues and controversies but feel no need to make personal responses to them.
- Students maintain Christian beliefs and practices but insulate

their Christian faith from other aspects of their experience and do not think through, broaden, and deepen their faith in response to the challenges presented both by their academic and career pursuits and by their awareness of current problems and issues.

➔ STATEMENT OF FAITH & COMMUNITY LIFE AGREEMENT

Huntington University was founded by the Church of the United Brethren in Christ upon a vital evangelical Christian faith. The Board of Trustees, the administration, and the faculty are united in the conviction that this faith should characterize the entire program of the institution.

The trustees, administrators, faculty and staff of Huntington University annually sign a Statement of Faith. It is available on the University website at www.huntington.edu/About/Statement-of-Faith.

Huntington University welcomes students of all faiths who understand its Christ-centered objectives and are willing to uphold community standards.

➔ A CLOSER LOOK AT HUNTINGTON UNIVERSITY

ACADEMIC INTEGRITY

- Huntington University offers associate, bachelor's and master's degrees in more than 70 academic concentrations.
- The student-faculty ratio is 12:1.
- Approximately 80% of faculty members have earned a terminal degree.
- 85% of HU seniors complete a practicum, internship or clinical assignment. Surveyed students gave HU faculty high marks for discussing career paths, offering feedback, and participating in co-curricular activities and independent studies.
- Huntington University has earned a reputation for excellence. *U.S. News & World Report* ranks Huntington among the best colleges in the Midwest.
- Forbes.com consistently lists Huntington as one of America's Top Colleges – a distinction earned by fewer than 16% of degree-granting institutions. Additionally, Princeton Review has named the institution to its "Best in the Midwest" list.
- Huntington University is a member of the Council for Christian Colleges and Universities (CCCU).



FOCUS ON REAL-WORLD LEARNING

- Across the curriculum, hundreds of internships and related experiential learning opportunities are developed each year through collaborations between faculty and 700 partner companies (over 500 in the state of Indiana).
- Experiential learning opportunities are available for every academic major.

EMPHASIS ON SERVICE



- Huntington University is home to the Friesen Center for Volunteer Service.
- In an average year, 70-80% of resident students volunteer.
- More than 11,000 hours of service are given each year.
- Service-learning trips are planned annually across the United States and abroad.

STUDENT BODY

1,273 students:

- 934 traditional undergraduates
- 339 graduate and adult students

ETHNIC DIVERSITY

- 13% of the undergraduate student body is composed of U.S. ethnic minorities and international students.
- The Horizon Leadership Program offers competitive scholarships to a cohort of ethnically diverse students each year.
- Huntington University received the 2012 Andringa Award for Advancing Racial Harmony from the Council for Christian Colleges and Universities.

ACADEMIC PROGRAMS

Undergraduate Academic Programs

- Accounting & Economics
- Art - Fine Arts & Graphic Design
- Bible & Religion
- Biology
- Business & Agribusiness
- Chemistry
- Communication Studies
- Computer Science
- Criminal Justice
- Digital Media Arts
- Elementary Education, Special Education & Secondary Education
- English
- Exercise & Movement Science
- History & Political Science
- Mathematics
- Ministry & Missions
- Music
- Nursing
- Philosophy
- Pre-Law
- Pre-Med
- Psychology
- Social Work
- Sociology
- Sports Management
- Theatre
- Worship Leadership

Division of Graduate and Professional Studies

- Doctoral degree in Occupational Therapy (OTD)
- Master's degree in Counseling and Organizational Leadership*
- Master's degree in Missions, Youth Ministry and Pastoral Leadership*
- Master's degree in Education
- Bachelor's degree in Accounting
- Bachelor's degrees in Business: Administration*, Accounting, Human Resource Management*, Marketing* and Not-for-Profit Leadership*
- Nursing (RN to BSN Program)
- Associate degree in Christian Ministry
- Associate degree in Organizational Management*
- TESOL/ENL Certificate

**Offered online or in hybrid format*

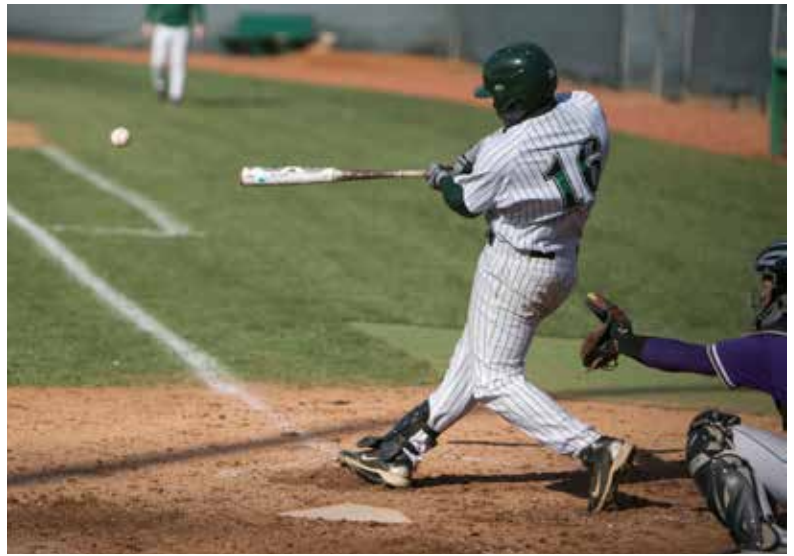


TOP 5 REASONS STUDENTS CHOOSE HU:

- SPIRITUAL ATMOSPHERE
 - CAREER PREPARATION
 - QUALITY OF FACULTY
 - QUALITY OF INTENDED MAJOR
 - ACADEMIC REPUTATION
-

ATHLETICS

- 16 intercollegiate teams (NAIA).
- In the past decade, Huntington has produced 53 NAIA All-America honors and 173 All-America Scholar Athletes.
- New competition track dedicated in 2012. Soccer field renovations and King Track completed. Forest Glen baseball park renovations in 2015.



CURRENT STRATEGIC INITIATIVES

- Launch of the Hauptert Institute for Agricultural Studies.
- Launch of the Townsend Institute for Leadership and Counseling.
- Addition of an occupational therapy program at the baccalaureate level in 2016. Continued expansion of the OTD program.
- Exploration of additional location in Arizona in collaboration with the City of Peoria.
- Entrepreneurial development of subsidiary enterprises through Huntington University Ventures, Inc.
- Building enrollment in graduate and online academic programs.
- Collaboration with EMERGE Education in marketing and student recruitment.
- Partnership with Star 88.3 FM Christian radio network.



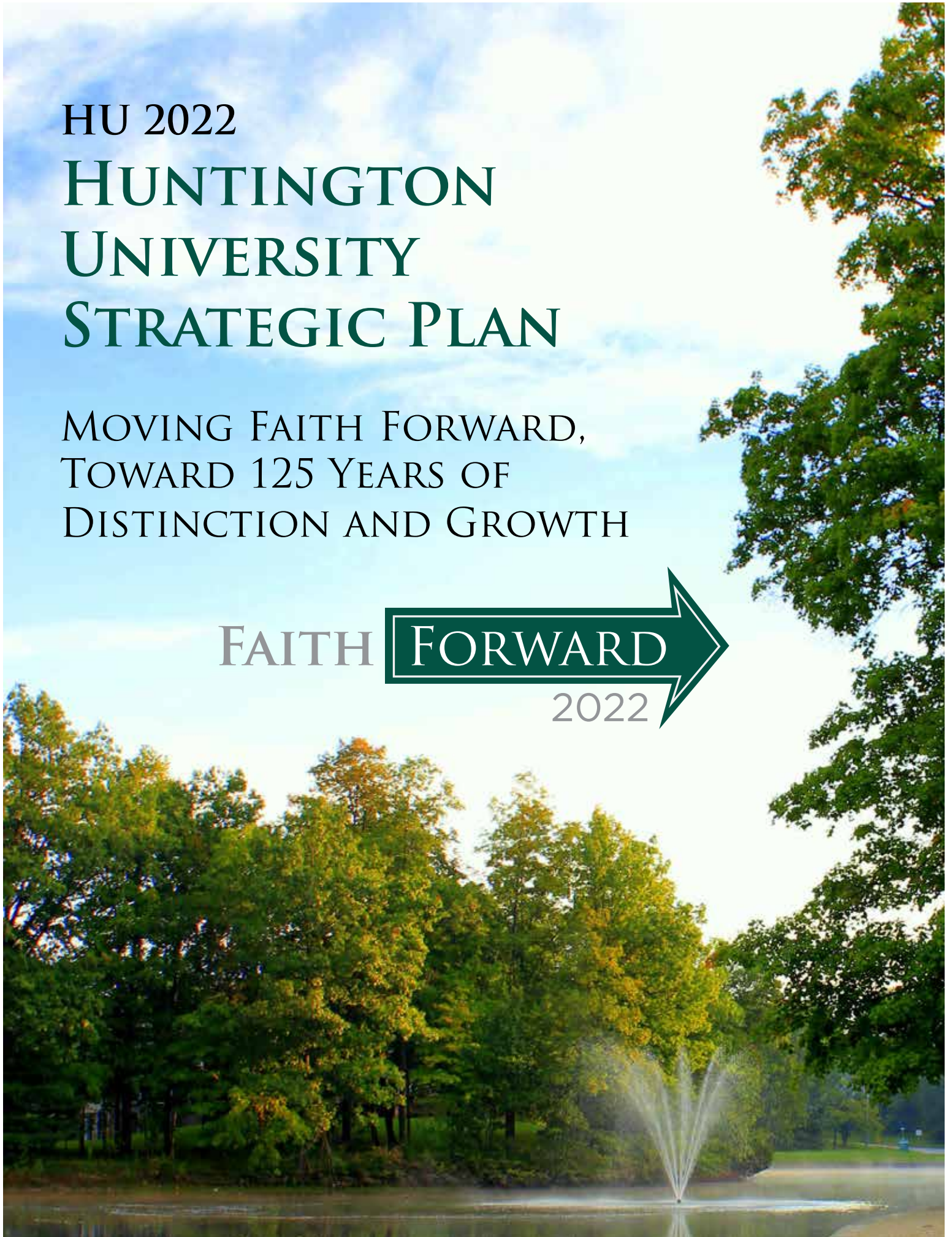
HU 2022

HUNTINGTON UNIVERSITY STRATEGIC PLAN

MOVING FAITH FORWARD,
TOWARD 125 YEARS OF
DISTINCTION AND GROWTH

FAITH  FORWARD

2022





HUNTINGTON UNIVERSITY VISION

The Huntington University Experience promotes a personal and contagious faith in Jesus Christ. Huntington University engages all students within a liberal arts framework and a Christian higher education context. We move faith forward by intentionally focusing on Christ, Scholarship and Service. The intersection of faith and discipline provides an inspired national and global platform for future students, faculty and staff of Huntington University.

VISION EXPANSION

Huntington University seeks to significantly raise its level of influence and impact regionally, nationally and globally for the Kingdom of God.

Huntington University remains encouraged by our strong history and accountable mission-related accomplishments, yet is motivated to do much more by our pursuit of faith and excellence in all things Christ-like.

The driving force to increase institutional mission impact will be our focus on providing distinctive Christian student experiences, increasing institution-wide faith renewal, promoting faculty and staff efforts toward excellence, designing relevant student academic programs, and fostering growth in student entrepreneurial opportunities.

Outcomes from passionately pursuing our vision and strategic plans include a compelling student experience, a value proposition that attracts students, growth in enrollment in existing and new programs, expansion of creative and relevant curricular and co-curricular experiences, and sustainable financial resources that fund Mission and Vision priorities.



HUNTINGTON UNIVERSITY STRATEGY SUMMARY

Huntington University's strategy capitalizes on its Christian mission and numerous strengths while aggressively adding student value; value that is rich in faith integration, academic excellence and real life experience.

A focus on five Strategic Pillars allows Huntington University to advance the Mission, Vision, and Impact of the institution. The five Strategic Pillars are:

- Strengthening the Huntington University Experience
- Enhancing a Culture of Academic Excellence
- Sustaining Spiritual Significance and Faithful Service
- Promoting Enrollment Growth, Strategic Programs, and Visibility
- Increasing Student Economic Value and Institutional Viability

Communicating a common perspective for each pillar and the future effectively empowers the entire University to align with key objectives, visualize success, and understand how it is measured.

With rigorous development, resource allocation, execution, and review, the Huntington University Strategic Plan is intended to lead to the following outcomes by 2022:

STRATEGIC OUTCOMES:

- A More Spiritually Inspired Student Body
- Centers of Academic Excellence and Signature Growth Programs
- Diversified Revenue Streams
- Enrollment Growth of Traditional Undergraduate Students to 1,200 FTE
- Enrollment Growth of Graduate and Adult Students to 500 FTE
- High Faculty and Staff Satisfaction
- Improved Graduation Rates
- Increased Applied Learning Experiences
- Increased Student Economic Value
- Increased Student Satisfaction
- Institutional Financial Sustainability
- Strategic Investment in Student Experience and Enrollment
- Top-Tier Career and Graduate School Placement



HU 2022 STRATEGY PILLARS



STRATEGY PILLAR 1 – STRENGTHENING THE HUNTINGTON UNIVERSITY EXPERIENCE

TODAY’S ENVIRONMENT:

Huntington University (HU) currently provides a positive and distinctive student education and engagement experience resulting in high student retention, graduation, and job securement rates that exceed benchmarks. Students and stakeholders frequently cite the “HU campus community culture”, Christ-centered mission, excellent faculty, caring environment and engaging culture as key attributes of the unique HU Experience.

It is important for student recruitment and retention that Huntington University intentionally seek to maintain HU Experiences that are key strengths, improve in strategic opportunity areas, and adapt as the needs of current and future students change.

PREFERRED FUTURE:

Huntington University sees future students desiring the strengths that have historically made HU distinctive in addition to an environment that increasingly provides real life career experiences and pathways to great jobs.

Among the many areas of excellence within an enhanced HU Experience will be:

- Benchmark levels of post-undergraduate employment and advanced education in major or related field.
- Benchmark levels of student engagement in co-curricular experiences.
- Clear pathways to accelerated and on-time graduation, and graduate degrees.
- Continuously improving student satisfaction measurements.
- Support for the entrepreneurially aspirational student.
- Increased alumni and student networking opportunities.
- Increasing numbers of minority students, faculty, and staff.
- More applied learning experiences including active scholarship and internships.

The overall HU Experience will be further advanced by improvements in such areas as contemporary facility and campus upgrades, dining and food choices, lounge spaces, and technology as support needs and student expectations change and increase.





OBJECTIVES:

1. Align departments and services across disciplines and functions to provide high levels of in-major applied learning experiences, internships, and as applicable, collaborative research projects, publication and presentation of scholarship and entrepreneurial opportunities.
2. Provide best in class support systems for students to obtain in-major jobs or graduate school admission.
3. Systematically review student, faculty, and staff satisfaction data identifying and addressing the most important continuous improvement areas.
4. Prioritize capital investment allocations that support the highest needed HU Experience facility improvements.

RECOMMENDED SUCCESS INDICATORS:

- Development of a benchmark student applied learning model.
- Development of a benchmark student engagement model.
- Campus investment prioritized to support enhanced HU Experience improvements.
- Growing number of options for degree completion; e.g. dual credit, articulation agreements, degree acceleration, 3-year degrees, etc.
- Increasing student satisfaction with multi-cultural campus climate and services.
- Increasing percentage of minority students, faculty and staff.
- Increasing Student Satisfaction Indicator trends.
- Top shelf dining experience.
- Enhanced commuter experience and support.
- Increased campus, community, alumni and partner related student engagement.
- Increased internship opportunities and hiring by alumni and alumni connections.

MEASUREMENTS OF SUCCESS:

- *Retention/Graduation rates* – Annually exceed benchmark performance.
- *Student graduation engagement* – 90% Employed in major or related field by 2022.
- *Experiential (applied) learning in field of study* – 100% by 2022.
- *Graduate school acceptance rate* – 95%.
- *New or renovated student center* – Fall 2018.
- *Multi-cultural engagement* – Increase in student participation in multi-cultural experiences (academic, co-curricular). Increase in number of students, faculty and staff from diverse backgrounds.
- *Identified student satisfaction indicators* – Trend improvement. Annual senior leader review.
- *Student learning outcomes* – Trend improvement in graduate exams, senior assessments, etc.



STRATEGY PILLAR 2 – ENHANCING A CULTURE OF ACADEMIC EXCELLENCE

TODAY'S ENVIRONMENT:

Excellent faculty, student intellectual growth, a strong liberal arts core, the content of courses within majors, and overall curriculum quality, have earned Huntington University a reputation for academic excellence that attracts, retains, and develops students.

It is upon these strengths that Huntington University must rely in facing the challenges of today's culture, future student expectations, and trends in higher education. Cultural and higher education trends such as concerns about student workforce readiness, the value of liberal arts education, student debt levels, accelerated degree completion, student expectations, broad cross-cultural access, and changing curriculum delivery methods all place pressure on the academic community to be innovative, adaptable, contemporary, and excellent while maintaining cost competitiveness.

PREFERRED FUTURE:

We will embrace the challenges of the future while continuing to advance our reputation and culture of academic excellence. We will focus on critical thinking and communication skills that foster life-long learning and the ability to apply newly acquired knowledge to practical problems from a Christian perspective.

Priority will be placed upon continuing to hire and retain excellent faculty. Faculty will be recognized for adaptability, teaching effectiveness, student mentoring, and professional accomplishments. Targeting higher faculty and staff compensation will aid in hiring and retention efforts.

We will create more streamlined and structured pathways that help accelerate degree completion, multiple major attainment, and graduate degrees for majors that are in-demand by the marketplace and students. Programs will be structured in light of current research on emerging adulthood and adult learning to ensure that content, teaching strategies, and approaches to learning are appropriate and effective for future students.

Honors programs will be expanded to inspire intellectual curiosity and growth. High achieving honors students will be regularly recognized for their superb academic performance, including collaboration with faculty and staff in research and broader scholarship opportunities.

Investments in appropriate technology and support resources will be made that support a contemporary learning environment. Best practice teaching methods will be shared and expanded, making teaching effectiveness a Huntington University distinctive. Resources will be allocated to programs with identified potential.



OBJECTIVES:

1. Initiate an academic program review system.
2. Revitalize four programs to sharpen the focus on academic excellence by 2018.
3. Develop a comprehensive academic technology strategy.
4. Expand recognition and development programs that support faculty and student academic accomplishments.
5. Emphasize academic excellence reputation and innovation in recruiting and marketing programs.

RECOMMENDED SUCCESS INDICATORS:

- Identified academic program reviews being completed.
- Growing honors and student academic achievement programs.
- Increase in undergraduate student research projects.
- Ability to hire and retain excellent faculty and staff.
- Growing faculty academic excellence recognition programs.
- Enrollment expansion occurring in revitalized programs focused on academic excellence.
- Increasing best practice sharing and faculty development programs.
- Development of faculty for improved assistance in student recruiting efforts.
- Structured pathways for accelerated degree completion identified in 90% of undergraduate programs.
- Technology investments being made in academic programs.
- Student friendly environment created for community college and other transfer students.
- Academic excellence highly recognized as a Huntington University distinctive.

MEASUREMENTS OF SUCCESS:

- *Years to graduation* – 65% traditional undergraduates graduate within 5 years.
- *Core curriculum assessment* – Rising trends in critical thinking and communication skills performance.
- *Honors program growth* – 7% of students enrolled in honors program by 2022.
- *Academic programs of excellence* – 4 programs identified and revitalized by 2018.
- *Academic technology plan* – Academic excellence technology plan implemented by 2018.
- *Job and graduate school success* – 100% employment or graduate school attainment within 6 months of graduation by 2022.
- *Marketing* – Academic excellence distinctive linked with overall annual marketing plans.



STRATEGY PILLAR 3 – SUSTAINING SPIRITUAL SIGNIFICANCE AND FAITHFUL SERVICE

TODAY'S ENVIRONMENT:

Faith integration in the learning experience, an environment supporting spiritual growth, and the engagement in meaningful service form the foundation of Huntington University's Christ, Scholarship, and Service mission. Spiritual significance and faithful service directly impact key elements of the University's mission to prepare students for a life of moral and spiritual integrity, personal and social responsibility, and a continued quest for wisdom.

Recognizing that the future holds more spiritual challenges than the past elevates the importance of properly equipping the next generation of Christian leaders. Sustaining spiritual significance supported by life application through service is fundamentally critical to the mission and distinctiveness of the University.

It is from this context of mission significance and importance that Huntington University initiated a comprehensive review of student spiritual development in 2013 using The REVEAL survey. The REVEAL survey and benchmark process is an emerging tool to regularly review, objectively discuss, and enhance overall student spiritual development. Consistent use of the REVEAL survey forms the basis by which the University will embark upon intentional strategies to consistently improve the effectiveness and relevance of spiritual development and service.

PREFERRED FUTURE:

Spiritual growth and Christian service will be more central to the culture of Huntington University than it is today. Led by growth in student spiritual maturity, Huntington University will be recognized as an institution that is clearly Christian, clearly conversational, clearly compassionate, and clearly competent when it comes to the intersection of faith and discipline. Our relationship with the Church of the United Brethren in Christ and regional churches will be a model for other Universities and denominations. Graduates will be recruited by organizations from around the world because of Huntington University's Christian distinctiveness and reputation to unite faith and vocation.



OBJECTIVES:

1. Develop a comprehensive plan to continuously elevate spiritual formation for residential and non-residential students using the REVEAL survey as a foundation.
2. Conduct an evaluation and develop a comprehensive plan to enhance faith integration across all curricula and the university.
3. Develop a system to track and recognize student, faculty, and staff service.
4. Increase alignment of faith integration and service work with respective student majors.
5. Create opportunities for faculty and staff development related to the interaction of faith, discipline, work and service; via such things as the Christ-Centered Higher Education Initiative.
6. Encourage faculty scholarship in the area of faith and learning integration.

RECOMMENDED SUCCESS INDICATORS:

- Annual REVEAL survey administration.
- Creation of aligned spiritual significance and faithful service plans within each department.
- Regular recognition of outstanding faith, spiritual development and service integration.
- Increased levels of faculty, staff, student and alumni service involvement.
- Student transcripts created for service participation.
- Increasing numbers of United Brethren churches and regional churches seeking relationships with the University and students.
- Spiritual growth, community engagement, and community service become increasingly larger elements of the HU culture.
- Faculty and staff are provided development and opportunity to enrich spiritual growth.
- Increased levels of faculty scholarship related to faith and learning integration.

MEASUREMENTS OF SUCCESS:

- *University composite REVEAL scores* – Annual trend improvement.
- *Faith integration SSI scores* – Annual increases.
- *Tier 4 REVEAL survey benchmark attainment* – 60%.
- *Students' REVEAL spiritual continuum upward movement* – 60%.
- *Faculty and staff participation in student service programs and faith development* – 70%.
- *Service linked with academic major* – 6 academic departments fully integrated.
- *Identified student satisfaction indicators* – Trend improvement. Annual senior leader review.
- *Faculty annual report of activity* – Additional foci on faith-learning integration.



STRATEGY PILLAR 4 – PROMOTING ENROLLMENT GROWTH, STRATEGIC PROGRAMS, AND VISIBILITY

TODAY'S ENVIRONMENT:

The competitive environment in Christian higher education is challenging and destined to be more competitive in the next 5-7 years. Forecasted declines in the number of traditional aged students coupled with lower levels of family disposable income make recruitment of traditionally targeted students increasingly competitive as institutions vie for a larger share of a shrinking population. Regionally competitive institutions are reacting by competing on price, facilities, athletics, marketing, special programs, amenities, and other means of differentiation.

Achieving long-term enrollment growth requires focused efforts in marketing, recruiting, institutional effectiveness, and new program introduction.

In recent history, Huntington University has launched several programs that have been successful in this competitive landscape. These programs need to be leveraged to reach full potential and used as models for other successful launches. Adaptability, speed, being an early market entrant, excellence, and allocating resources to reach full potential are key attributes of success.


PREFERRED FUTURE:

Recognizing that sustaining current levels of enrollment is the first step for growth, we will work diligently to ensure our current processes for reaching, connecting, and impressing new potential students are continuously improved. Staff, faculty, and engaged students will work collectively to ensure that enrollment in current majors is met or exceeded. Majors not meeting enrollment targets will be considered for consolidation in order to provide resources for growth.

We will grow upon the current enrollment foundation by aggressively pursuing new programs that have desired growth qualifications and potential. We will develop a cross-functional process that identifies opportunities, assesses their growth and launch potential, and leads efforts to be early market entrants. We will demonstrate adaptability, rapid time to market, and excellence as key values of the Huntington University launch process.

Central to achieving enrollment growth will be the identification of signature programs that will be resourced and marketed to attain full program enrollment potential. Signature programs will have large enrollment capacity and distinctive attributes that set them apart from competing schools programs. In addition, smaller, revitalized and distinguished academic programs of excellence also will provide the opportunity to raise interest, visibility, and experiences locally, nationally, and globally.

New graduate degree and certification programs will diversify enrollment sources and lessen reliance on traditional undergraduate tuition.



A list of future potential programs and bold moves are included as Appendix A. Faculty, staff, and students will elevate proposals and ideas for on-going consideration. The list will be regularly updated and evaluated.

Maintaining enrollment and advancing growth programs will be supported by increased marketing and other initiatives aimed at raising the visibility of Huntington University and its many distinctions.

OBJECTIVES:

1. Achieve long-term enrollment growth targets of 1,200 traditional undergraduate and 500 graduate and adult students by the 2021/2022 academic year.
2. Identify “Signature” programs and academic programs of excellence that will be resourced and promoted to reach full potential.
3. Develop a best-in-class creation, approval and implementation process to identify and launch new growth programs.
4. Increase marketing efforts and other initiatives aimed at raising Huntington University and growth program visibility.
5. Align university branding strategy with clearly articulated enrollment goals for 2022.

RECOMMENDED SUCCESS INDICATORS:

- Enrollment targets by department and major regularly met.
- Growing list of program opportunities.
- New growth program proposal and evaluation tools available.
- Increasing number of potential student campus visits and summer events.
- Consistent increases in graduate, professional, and certification programs.
- Signature programs and academic programs of excellence gaining local, regional, and national visibility and interest.
- Bold moves identified and initiated for positioning and marketing.
- Marketing effectiveness benchmark measurements like marketing ROI implemented.

MEASUREMENTS OF SUCCESS:

- *Enrollment targets* – Met annually; Average 6% overall enrollment growth per year by 2022.
- *Residence hall capacity* – 90%.
- *Marketing budget* – Consistent Increases; 5% of Total Expenses by 2018.
- *Visitor/Enrollment yield* – Consistent annual increases.
- *Bold moves* – 3 significant moves producing intended results by 2020.



STRATEGY PILLAR 5 – INCREASING STUDENT ECONOMIC VALUE AND INSTITUTIONAL VIABILITY

TODAY'S ENVIRONMENT:

Consumer, market, governmental, and competitive forces are placing extreme emphasis and focus on the full cost of attending a higher education institution, annual tuition increases, and the levels of student and parent debt associated with attending college. The combination of these forces results in downward price pressures for most institutions of higher education which in turn increases the difficulty for institutions to balance revenues and expenses, invest in the future, and increase needed endowment funds.

Huntington University is not immune to these challenges, having experienced below benchmark overall financial health the last several years. While limiting Huntington University's ability to invest as much as desired in the future, Huntington's combination of focus on the students, stewardship, and teamwork have resulted in Huntington being recognized in 2014 as the Best Economic Value in Indiana by the Educate to Career College Ranking Index. The Economic Value Award recognizes those institutions that provide the best tuition value as measured by graduates' salaries upon completion of their degree.

Downward and competitive pressures on tuition prices are expected to continue through the planning horizon making the challenge of demonstrating student value for the dollar spent all the more important for the foreseeable future. Strategically, Huntington University intends to address this critical issue by consistently increasing and highlighting the economic value provided to students. Simultaneously, it is equally important to proactively manage tuition, financial aid, and other operating cost while diversifying revenues and spotlighting opportunities for external funding of key mission related projects and programs.

PREFERRED FUTURE:

With emphasis on increasing student value through the Strategy Pillars of career engaging HU Experiences, enriched Spiritual Significance, enhanced Academic Excellence and in-demand Strategic Program Growth, Huntington University will continue to be recognized as a leader in providing high student economic value.

Students will be attracted to and retained at Huntington University by the clear economic value emerging from each of the Strategy Pillars. Huntington University will increase communications and marketing highlighting the value proposition.

Fiscal health will improve as enrollment increases and overall financial aid and operating costs are closely managed across the increasing enrollment landscape. Financial aid will be examined for opportunities to increase access and improve financial health. Key drivers of total operating costs will be examined for effectiveness, excellence, and alignment with the strategic plan.



We will achieve benchmark financial health performance when compared to the Council of Independent Colleges Financial Indicators Tool (FIT), annual percentage of cash flow compared to peer institutions, and achievement of lender designated debt service performance.

Some investments to support Strategy Pillars will be funded internally from improvements in overall financial performance. Initial priority will be given to support hiring and retaining excellent faculty and staff. These investments remain central to Huntington University's belief that satisfied, committed faculty and staff provide exemplary student services and value.

Subsequent surpluses will be invested in the highest priority needs within the Strategy Pillars. Investments will be evaluated upon the potential to increase net tuition revenue.

We will launch new fundraising initiatives and develop our endowment, increasing its flexibility to meet student and institutional priorities. A stronger financial portfolio provides increased accessibility and affordability for students. The long-range Facility Master Plan will be updated and prioritized to accelerate advancement of the Strategy Pillars. \$20 million will be raised for strategic investment and endowment improvements.

Aggressive efforts will be made to broaden and diversify revenue sources to sustain our fiscal viability and allow us to strategically invest in innovative opportunities. Our vision and execution will motivate collaboration that we can't conceive today. We will find new partners that support and sponsor our mission and vision, our highest priority growth programs, and our long-range resource needs.

By demonstrating creative and entrepreneurial responses to challenges, we model for students an unflinching acceptance of what is, and unflagging persistence to move faith forward.





OBJECTIVES:

1. Define, communicate, and market Huntington University's total student economic value proposition.
2. Conduct comprehensive reviews of total financial aid and total operating costs for effectiveness, excellence and alignment with the strategic plan.
3. Achieve benchmark overall financial health, targeted cash flow per year, and lender debt service performance.
4. Update the long-range Facility Master Plan.
5. Raise \$20M for strategic investment and endowment improvements.
6. Set and strive for benchmark goals for faculty and staff compensation.
7. Diversify revenue resources through HU Ventures or other entrepreneurial revenue streams.

RECOMMENDED SUCCESS INDICATORS:

- Broad understanding of the student economic value proposition.
- Development of a strong net tuition value message and measurement.
- Recurring recognition for the Best Economic Value or similar distinction.
- Enrollment growth in higher margin programs.
- Faculty and staff salary improvements.
- Annual budget allocations for marketing, technology, and deferred maintenance that align with strategic pillars.
- Cross-functional teams working to improve overall financial aid utilization and allocation.
- Clear connections between strategic planning, assessment and budgetary decisions.
- Emerging sponsors for high growth programs and investment projects.
- Plans developed for raising \$20M.
- Increased interest and activity in developing substantial HU Ventures.

MEASUREMENTS OF SUCCESS:

- *Student economic value* – Consistent increases in ratio of Average Graduate Salary / Net Tuition per FTE.
- *Financial aid discount* – Meet annual targets. 3% discount reduction by 2022.
- *Cash flow* – Meet annual targets of cash flow excess over operational expenses.
- *Overall financial health* – Set and meet annual FIT and debt service targets. Benchmark performance by 2022.
- *External fund raising* – \$20M cumulative by 2022.
- *Diversified revenue* – 3 New HU Venture initiatives; \$250K income by 2022.
- *Endowment* – \$4M New Funding by 2022. Benchmark endowment per FTE performance.



APPENDIX A



POTENTIAL FUTURE PROGRAM IDEAS

SIGNATURE ACADEMIC PROGRAM DEVELOPMENT OR EXPANSION IDEAS:

- Digital Media Arts
- Nursing
- Business
- Institute for Counseling and Leadership
- Hauptert Institute for Agricultural Studies

UNDERGRADUATE ACADEMIC EXPANSION OR LAUNCH IDEAS:

- Engineering
- Computer Science - Cyber Security
- Emerging Media
- Criminal Justice
- Kinesiology, OTA
- Music Technology
- History and Political Science
- Institute for TESOL Studies

GRADUATE ACADEMIC LAUNCH IDEAS:

- Athletic Training
- Sports Management
- Advanced – Medical / Allied Health, Chiropractic, Dental, PA
- Doctoral programs – Psychology / Counseling / Education
- MBA

CO-CURRICULAR PROGRAM LAUNCH IDEAS:

- JV Athletic Programs
- Football
- Wrestling
- Show Choir
- Industry Certifications
 - Business
 - Advanced Computing



APPENDIX A




POTENTIAL FUTURE PROGRAM IDEAS

BOLD MOVES – BIG IDEAS

- Guaranteed Pricing Opportunities
- Guaranteed Transfer Pricing Opportunities
- Football / Cheer / Band
- School of Nursing Partnerships
- School of Chiropractic Medicine
- School of Optometry
- Ivy Tech Collaboration
- Online Expansion
- Spiritual Living – Learning Facility at Purdue (Residence Hall)
- Spiritual Living – Learning Facility at the largest Ivy Tech (Residence Hall)
- Foundation Year Program with China
- Guaranteed job in major field of study within 1 year of graduation or 1st year of graduate school tuition is free
- Expansion to other US locations
- School of Architecture
- School of Engineering

ADDITIONAL SUGGESTIONS:

- 3 Year Graduation Program
- 3 +1 program or 4 +1 program
- First Year Experience expanded
- Senior Townhouse living (collaborate with Heritage)
- Medical/Allied Health facility (collaborate with Parkview)
- DIY - Design your own HU experience - permit students to combine existing courses related to an area of interest in a way that best meets their needs. Package with unique J-term, experiential learning, co-curricular experience. Focus on competencies and interests.
- Create the HU Art Institute – F2F or online certificates, degrees, MFA

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- Enhance computer science degree with a minor or a major in robotics engineering, networking, biometric systems, business intelligence/analytics
 - Forensic science (as a major or within the Criminal Justice major)
 - Business Intelligence & Analytics
 - ROTC
 - Campus road that would go straight out to 24 from the perimeter drive near MCA.
 - Summer Drone/UAV training camp
 - Summer Film/Broadcasting camp
 - May Term Feature Film (\$40K budget to produce an inspirational feature film each summer)
 - Spring Film Festival with featured filmmaker from Hollywood with high school and junior high school contests and awards
 - Master's in Education – Intense Intervention
 - Reduce the general core for students double majoring
 - Selected faculty re-map load to 3 courses each semester with 4th course time to go towards recruiting majors in their area (on site visits and networking expected and accounted for)
 - Develop the “Mall” area and lawn areas in front of Baker Hall into an engaging place for students to hang out in and socialize with possible permanent fire pit, basketball court, volleyball court, amphitheater, etc. Build a walking bridge ACROSS Lake SnoTip.
 - International studies major (including history, business, ministry and missions, a required semester abroad). Could use CCCU programs for the semester abroad.
 - A thesis option for majors, who would get some research support and some kind of recognition on their transcripts.
 - A graduation exam requirement for each major and for the core.
 - Partner with churches to offer ministry and/or Bible/theology courses for seniors or adults.
 - Culinary Arts or Nutritional science
 - Major/program in Musical Theatre
 - Minor in Asian languages

ACKNOWLEDGEMENTS

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