



# Toward Newer Worlds

## E&H Vision 2020

2013-2020

### **Context**

Emory & Henry College's current strategic plan, *Toward Newer Worlds 2008-2013*, was developed through a comprehensive process and multiple conversations and discussions with internal and external constituents during 2007 and into the spring and summer of 2008. The Board of Trustees spent a lengthy session on the proposed new strategic plan at their summer retreat in June of 2008 and the plan was endorsed by the board.

In the spring of 2011, with many of the goals and objectives of the 2008-13 plan completed and a rapidly changing environment in higher education, the president began the process of revising the strategic plan with the support of the College Planning and Assessment Committee (CPAC). Throughout the spring and summer of 2011 and the academic year 2011-12, CPAC reviewed the work of its "Blue Sky Committee" and held discussions and conversations with a variety of constituents. The result is a proposed new strategic plan that builds on the earlier plan and incorporates many new bold and forward-looking objectives.

This new plan has six strategies (one of them foundational – financial attainment) which encompass broad priorities for the College. A strategy has the potential to affect E&H over the long term and is essential to achieving our vision. Within each strategy, there are objectives or initiatives that describe more specific approaches to advance the overall strategy.

The plan intentionally does not include tactics, which are very specific actions aimed at near-term results. Tactics relate to operational activities typically within a given year as opposed to strategies that relate to broad directions. Tactics will be developed to bring about the outcomes articulated in the strategic directions of the plan and the success of the implementation of our plan will be measured by metrics.

When the strategic plan is endorsed by the board, a funding needs list will be developed for initiatives that require new funding. This funding list will be the core of the Comprehensive Development Program for the College.

### **Mission**

"Increase in Excellence," the historic motto of Emory & Henry College, expresses our intention to be a learning community that moves toward fulfilling every student's potential. Bishop John EMORY, along with the founders of Methodism, symbolizes our belief in the union of faith and learning, while Governor Patrick HENRY symbolizes our commitment to freedom and civic virtue.

We affirm the Christian faith as our spiritual and moral heritage and encourage all our members to grow in faith as they grow in knowledge. We believe in the worth of each person's religious and cultural heritage, inasmuch as that heritage leads to service to others in our region and the larger world.

We affirm the liberal arts as our intellectual foundation and believe that excellence results when everyone actively participates in the educational process. We challenge all persons to confront historical and contemporary ideas and issues and to develop the ability to think critically about all areas of human experience.

These traditions provide the context for our pursuit of excellence, as we engage a diverse group of well-qualified men and women in educational experiences that lead to lives of service, productive careers, and global citizenship.

## **Vision**

**Emory & Henry College will be a national leader in providing the highest quality liberal arts education that combines tradition and innovation as it fulfills our historic commitment to transform lives and to create positive social change in our region, our nation and the world.**

## **Strategic Directions**

**Foundation Strategic Direction – Financial Attainment - Achieve enrollment and fund-raising benchmarks to provide the resources necessary for financial stability and growth.**

**Strategic Direction 1 – Academic Programs - Strengthen curricular offerings and implement effective curricular innovations in order to prepare our undergraduate and graduate students for citizenship and work in the 21<sup>st</sup> century.**

**Strategic Direction 2 – Leadership and Service  
Enhance support for the development of servant leaders to cultivate models of positive social change in our region, the nation, and the world.**

**Strategic Direction 3 – Campus Life  
Provide an inclusive, vibrant, and supportive campus culture to enhance the quality of campus life.**

**Strategic Direction 4 – Marketing and Communications  
Implement a comprehensive communications and marketing plan to strengthen our reputation and recognition,**

**Strategic Direction 5 – Technology and Facilities  
Undertake capital projects that increase our competitiveness in student recruitment and are adaptable to future educational needs.**



### **Foundation Strategic Direction – Financial Attainment**

- Establish a sustainable total enrollment of 1200 with approximately 1050 undergraduate students and 150 graduate students by 2015 as the first phase of reaching Emory & Henry’s optimal size of 1400 undergraduate students and 300 graduate students.
- Maximize net tuition revenue through changes in tuition pricing and financial aid allocations.
- Increase total annual giving including a goal of at least \$1.2 million for the annual fund and at least \$250,000 for I-HEY.
- Implement the Comprehensive Development Program adopted by the Board of Trustees in March, 2012, with its goal of \$60 million over eight years.
- Identify and implement additional revenue-producing and cost-savings initiatives

### **Strategic Direction 1 – Academic Programs**

- Support the further development of a signature core curriculum and obtain recognition for its uniqueness and effectiveness.
- Expand study-travel opportunities and create a program that provides students with the opportunity to participate in one or more off-campus study experiences within the United States or internationally.

- Examine current and potential undergraduate academic major and minor programs with the goal of prioritizing these programs in order to allocate resources strategically.
- Strengthen undergraduate across-the-curriculum academic programs including the Honors Program, Undergraduate Research, Internships, Service Learning, Quantitative Literacy, and Academic Success.
- Enhance support for undergraduate students pursuing a profession in the health sciences and in engineering
- Assess the feasibility of an adult degree completion program which may be online as well as additional online educational opportunities for both undergraduate and graduate students.
- Develop additional five-year bachelor's and master's degree programs.
- Continue the development of a School of Health Sciences with implementation of the Doctor of Physical Therapy Program and other future health-related programs including possibly occupational therapy, physician's assistant, and speech pathology.

### **Strategic Direction 2 – Leadership and Service**

- Strengthen and expand the Appalachian Center for Community Service to continue our work at least at the level of our national recognition.
- Enhance and expand the environmental studies program to continue our work as a pacesetter in this region for developing leaders in good environmental stewardship.
- Strengthen the outdoor leadership program by coordinating its work more closely with our service and environmental studies programs and developing additional service and leadership opportunities.
- Adopt a stronger commitment to diversity in all of its forms by enhancing our spiritual life program, strengthening our support for multiculturalism, and expanding the internationalization of our campus community.

### **Strategy Direction 3 – Campus Life**

- Implement a faculty and staff recruitment and retention plan that includes goals for compensation, workload, and professional development.
- Assure student academic success through enhancements to our academic support programs.

- Enhance new student orientation and other first-year student transition experiences.
- Provide stronger support for students throughout their time at E&H to help them with their transition to a career (upon graduation or after graduate school).
- Adopt a stronger program of student activities and campus events to increase student interaction and promote student engagement.
- Strengthen the athletic program through increased fundraising and improvements to facilities and enable student-athletes to have higher retention and graduation rates and field teams that regularly qualify for the ODAC tournaments.
- Assess the feasibility and cost of adding athletic teams for the purpose of providing additional extra-curricular activities for students.
- Integrate athletics more seamlessly and fully into the academic, co-curricular, and enrollment management activities of the college.

#### **Strategic Direction 4 – Marketing and Communications**

- Clarify and solidify the College's brand both internally and externally.
- Develop integrated marketing and communications plans annually with the offices of advancement, enrollment management, and others as necessary and evaluate effectiveness semi-annually.
- Build a more robust admissions communications plan that targets students earlier in the pipeline and provides for significant differentiation.
- Enhance and augment ongoing activities including advertising and promotions that advance the College through print, electronic, and other media.
- Extend partnerships with alumni, government officials, community and opinion leaders, and other key stakeholders.
- Assess feasibility and outcomes of enhancing the College radio station using its distinctiveness as an asset.

#### **Strategic Direction 5 – Technology and Facilities**

- Advance our progress in using technology to support teaching, learning, scholarship, and administration through increased funding for our technology infrastructure and increased emphasis on web-based and mobile technologies.
- Update and implement the main campus master plan.

- Continue planning and development of the Marion campus that can accommodate a School of Health Sciences and potentially additional student educational and living opportunities.
- Develop and implement a master plan for the Emory Village that includes planning zones that prioritize for property acquisition and disposition and potential commercial ventures such as restaurants (Macado's, etc.) and an expanded College store.
- Build a plan for the development of the College property at Exit 26 of I-81 that includes a signature element that provides a visible presence of E&H to the travelers on I-81.
- Continue to implement sustainable environmental practices and provide specific metrics to enable the College to meet its commitment to be carbon neutral by 2036.



## **Core Values**

**Civic Engagement.** We expect ourselves to act individually and collectively to identify and address issues of public concern. We encourage participation in community conversations, advocacy, service and public life at the local, national and international levels.

**Vitality of Faith.** We value our relationship with The United Methodist Church even as we welcome and respect persons with other faith views and commitments. We affirm the Christian faith as a guiding force in people's lives and encourage the expression of faith in service to others.

**Academic Excellence.** We cultivate the highest academic quality with innovative teaching, active learning, intensive mentoring, meaningful scholarship, and intellectual challenge. We value the many relationships that allow faculty and staff to meet students on their various paths and journey with them as we all increase in excellence.

**Freedom of Inquiry.** We affirm our academic freedom to pursue knowledge and to question ways of thinking and doing. Because we know that learning is a lifelong journey, we ask difficult questions and seek answers wherever they may lead.

**Integrity.** We accept the human necessity of making difficult choices as we uphold a high standard of truth and honor. Affirming the value of ethical reasoning, we recognize our responsibility to evaluate and respond to the consequences of decisions and actions.

**Community and Diversity.** We appreciate individuality and treat each other with respect and fairness. We nurture a caring community that focuses on the needs of its students, faculty and staff. We believe that being open to understanding others and participating in honest discourse builds tolerance and promotes diversity and acceptance.

**Place.** We value our place in the Appalachian region and affirm the importance of other places in the nation and the world. We work to preserve and nurture our environment and culture and to provide models of positive change as we consider our place in a larger world.

**History and Tradition.** We honor traditions and values that have shaped our college for more than 175 years. Civic engagement, the vitality of faith, and the transformative nature of education, among other traditions and values, will guide us as we move into the future.