

FREED-HARDEMAN

U N I V E R S I T Y

STRATEGIC PLAN 2019-2023



FROM *the* PRESIDENT



Freed-Hardeman University is entering a historic year, the celebration of 150 years of educating young people in Henderson, Tennessee. Despite the Great Depression, two world wars, trouble, and turmoil, Freed-Hardeman has not only persevered, but she has triumphed. We stand today on the shoulders of faithful giants.

While we celebrate our history, we also look forward to an equally, or perhaps even better, future. To help us make our future bright and secure, we have developed a strategic plan for the next five years, 2019-2023. Hundreds of FHU stakeholders have collaborated to produce this document.

Three major themes shaped the focus of the strategic plan: Strength through Growth, Power through Learning, and Faith through Service. Ten initiatives outline what we plan to accomplish in the next five years and suggest how we intend to do so. You may note little mention of brick and mortar in these plans. Instead, we intend to invest in people

and the resources to help them succeed. After all, Freed-Hardeman has survived all these years because of her people. They were, and you are, our greatest strength.

I remind you of the example of Nehemiah, who saw a need and set about meeting it. Nehemiah succeeded because of his passion for Jerusalem, his commitment to the task before him, and his frequent prayers to God. He withstood the doubters and the critics—and he led the people, who had a mind to work, to successful completion of the plan.

I invite your careful attention to this plan. I solicit your support and your prayers for its success. May God bless our efforts and Freed-Hardeman University. Long may she stand!

A handwritten signature in black ink, reading "D. R. Shannon". The signature is fluid and cursive, with a long horizontal line extending to the right.

David R. Shannon
President



STRENGTH through GROWTH

Manage a portfolio of existing and new academic programs to increase net revenue.

We will invest in personnel, systems and training to measure and report accurately net revenue related to current and proposed programs. This data will be utilized in decision-making, allowing us to maintain a portfolio of market-driven and net revenue generating academic programs.



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Invest in enrollment initiatives to grow the traditional undergraduate student population.

We will regularly evaluate needs in order to maintain an appropriate quantity and quality of staff members in enrollment management. In addition, we will research and implement initiatives by investing in people and processes to grow the traditional undergraduate student population.

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Maximize marketing opportunities to improve brand awareness and perception to enhance external relationships.

We will communicate, celebrate and promote university-wide accomplishments consistent with our brand vision. To enhance our relationships with all members of our constituency, we will invest in intentional cross-functional activities to own and tell our story.

POWER *through* LEARNING

Establish a center that promotes holistic growth and wellness of faculty, staff, and students.

We will establish programs to provide guidance regarding professional, academic, physical, mental, and spiritual matters. Increased morale, success, and wellness will be realized across the campus community, resulting in improved recruiting and retention of faculty, staff and students.

Implement training and provide resources to increase utilization of high impact educational practices.

We will expand efforts to assist faculty in cross-campus integration of high impact educational practices. This result will be better retention and recruitment, increased donor opportunities, improved job and graduate school placement rates, and greater student satisfaction.

Foster intentional relationships between faculty, staff, alumni, and students that promote academic, professional, and spiritual growth.

We will recruit and train faculty, staff and alumni to participate in meaningful mentorships and will invest in resources and support for these participants. These relationships will increase student success and lead to marketing opportunities and donor involvement.

Invest in spaces that better integrate living, learning, recreation, and spiritual development.

We will research and develop campus spaces to support integrated activities that help to develop the whole person. Retention of students and campus personnel, along with satisfaction with the university experience, will increase.



Develop off-campus partnerships that stimulate professional growth of FHU students.

We will develop professional off-campus partnerships through conversations with regional businesses, educational institutions, and health care providers. Investment of resources and support for such networking will result in new and strengthened relationships.



Mobilize university resources to foster education and skill development that will strengthen the kingdom.

We will strengthen the network between FHU, congregations and parachurch organizations associated with churches of Christ through discussion with church leaders and stakeholders. Based on these discussions, the university will provide services for churches and organizations to strengthen relationships within the kingdom.

Implement a University Servants' Day that challenges the FHU family to find meaningful connection with others.

We will develop an annual University Servants Day subsequent to discussions with campus leaders, stakeholders and local agencies/organizations. The university will invest resources and support for this focus on service so that students can have a transformative service experience.



FAITH
through **SERVICE**



OUR VISION

Freed-Hardeman University will inspire growth in faith, knowledge, and service to thrive in a challenging world.

STRENGTH THROUGH GROWTH

POWER THROUGH LEARNING

FAITH THROUGH SERVICE

STUDENT AND STAKEHOLDER IMPACT

Grow Purpose-Driven Programs

Cultivate Development of the Whole Person

Strengthen the Kingdom

FINANCIAL IMPACT

Increase in Enrollment and Net Revenue

Increase in Retention, Reputation, and Relationships

Increase in Student Satisfaction and Net Revenue

INVESTMENT

Invest in Institutional Knowledge (People, Processes, Information)

Invest in Training, Personnel, and Space

Invest in Community and Church Relations

INTERNAL PROCESSES

Collaborate, Research, Execute, Share

Meaningfully Collaborate Across Boundaries

Encourage a Culture of Creativity and Purpose

ORGANIZATIONAL CAPACITY

Organize for Synergy between Enrollment, Brand, and Fiscal Health

Mobilize High Impact Practices and Tailored Services

Expand Mission-Focused Partnerships and Outreach

OUR MISSION

The mission of Freed-Hardeman University is to help students develop their God-given talents for His glory by empowering them with an education that integrates Christian faith, scholarship, and service.

OUR IDENTITY

Freed-Hardeman University is an academic community, associated with churches of Christ, which is dedicated to providing excellent undergraduate, graduate, and professional programs.

FREED-HARDEMAN UNIVERSITY