MARTIN UNIVERSITY
2018

-PRESIDENT'S VISION-

The Board of Trustees and others have asked me to Share My Vision for Martin University.  After four years of working to save the school and improve its operations, finances, image, programs, personnel and increase its donors base, I am ready to share my short term (1 to 5 years) and long term (6 to 10 years) vision and plan for Martin University.  This vision will include strategies, benchmark and accountability assessments.

The Vision is made up of five primary initiatives.  These initiatives are: (A) Student Enrollment, (B) Capital Campaign, (C) Facilities and Campus Development, (D) Student Academic Programs, and (E) Student Activities and Enrichment Programs.  These five areas will determine the University's future.

## A.  STUDENT ENROLLMENT
1.  Student Enrollment = Five Year Projection                                   Total
    FY 2018 > Fall 346/Spring 2019 > 340/Summer 2019 > 200 = 876
    FY 2019 > Fall 363/Spring 2020 > 346/Summer 2020 > 200 = 909
    FY 2020 > Fall 374/Spring 2021 > 356/Summer 2021 > 200 = 930
    FY 2021 > Fall 385/Spring 2022 > 366/Summer 2022 > 206 = 957
    FY 2022 > Fall 396/Spring 2023 > 377/Summer 2023 > 212 = 985


2.  Long-Term 6 to 10-year Projection
    FY 2023-Fall > 408/Spring 2024 > 388/Summer 2024 > 220 = 1,016
    FY 2024-Fall > 420/Spring 2025 > 400/Summer 2025 > 227 = 1,047
    FY 2025-Fall > 433/Spring 2026 > 412/Summer 2026 > 234 = 1,079
    FY 2026-Fall > 446/Spring 2027 > 424/Summer 2027 > 241 = 1,111
    FY 2027-Fall > 459/Spring 2028 > 437/Summer 2028 > 248 = 1,144

    Note: These are conservative enrollment projections, but they will allow us to maintain solid operations and growth.  The two components of student enrollment are undergraduate students, consisting of traditional and non-traditional students, and graduate students in two- degree programs.  We are working to add a doctoral graduate degree program in the next two to three years. We must increase our non-traditional program (students 25 years of age and older) and build a traditional program (students 18 years to 24 years of age) that makes up 20 to 30 percent of our student enrollment.  New student activity programs, new additions and renovation of facilities and athletic programs will help us build the traditional student population.

## Assumptions

3. Student Growth Rate Projection – Includes New and Returning

| Year | Total | %incr. pr. Year | | |
|------|-------|-----------------|---|---|
| FY 2017 | 887 | | A | 352 F / 364 S / 213 Summer |
| FY 2018 | 876 | -1.26% | F | 346 F / 330 S / 200 Summer |
| FY 2019 | 909 | 3.63% | P | 363 F / 346 S / 200 Summer |
| FY 2020 | 930 | 2.26% | P | 374 F / 356 S / 200 Summer |
| FY 2021 | 957 | 2.82% | P | 385 F / 366 S / 206 Summer |
| FY 2022 | 985 | 2.84% | P | 396 F / 377 S / 212 Summer |
| FY 2023 | 1,016 | 3.05% | P | 408 F / 388 S / 220 Summer |

A – Actual
P – Projected
F – Forecast

Grants    $1.5M Lilly grant 2017
Gifts     10% increase per year

Tuition    $535/credit hour plus $180 fees / student
           Weighted Ave 9.687 credit hours per student

Faculty    Total Credit hours / 285 per 1 faculty per year

| | | Year | Semester |
|------|-------|------|----------|
| 2017 | 8,532 | 30 | 15 |
| 2018 | 8,486 | 30 | 15 |
| 2019 | 8,806 | 31 | 15 |
| 2020 | 9,010 | 32 | 16 |
| 2021 | 9,271 | 33 | 16 |
| 2022 | 9,542 | 33 | 17 |
| 2023 | 9,843 | 35 | 17 |

Support Staff = 2.25 * Faculty per semester

| | |
|------|----|
| 2017 | 34 |
| 2018 | 33 |
| 2019 | 35 |
| 2020 | 36 |
| 2021 | 37 |
| 2022 | 38 |
| 2023 | 39 |

Payroll Expense – 3% increase payroll expenses per year.
(Payroll includes benefits)

General Expense – 34% of expenses per year.

Bond Amortization - $1.6M at 5% for 10 years
Loan for Parking Lot - $550K at 5% for 10 years
  (2017 includes $75,000 for loan payment)
Loan for Building Addition - $2M at 5% for 10 years

4. Enrollment Strategies

   a. Actively develop partnerships and connections with local city, townships and area high schools for recruitment opportunities.

   b. Develop relationships, connections and partnerships with local agencies that work to get lower income, first generation and/or minority students in higher education, e.g. Starfish Initiative, Center for Leadership Development (CLD), Indiana Latino Higher Education Consortium, The Shepherd Center, Fraternities (Kappa League), etc.

   c. Continue to actively work with churches to schedule College Information Sessions and recruitment.

   d. Conduct an annual College Fair at Martin University.

   e. Continue to recruit at Black Expo, Circle City Classic, and other local annual celebrations and activities.

   f. Continue local advertising on the radio, in The Recorder, Website, and other media outlets.

   g. Continue to provide recruiting incentive opportunities for current Martin University students.

   h. Develop student activity programs and activities for student participation and competition.

   i. Develop discount program for parent/child enrollment in the University.

j. Expand the University's work-study program to allow greater participation.

5. Enrollment Assessment Benchmarks

   a. Enrollment Services will recruit 20 new traditional students (ages 18 to 24) to the University each academic school year.

   b. Enrollment Services will conduct 10 church informational and recruitment fairs each academic school year.

   c. Enrollment Services will establish a formal relationship and partnership with the Starfish Initiative, the Center for Leadership Development, the Shepherd Center, and the Indiana Latino Higher Education Consortium in the 2018 calendar year.

   d. Student Services and Enrollment Services will have a School Counselors Informational Session at Martin in the Spring of each calendar year.

   e. Martin University will have enrollment totals of 900 plus students for each full academic year between 2018-2019 through 2022.

   f. Martin University will have enrollment totals of 1,000 plus students for academic years 2020-2023 through 2027-2028.

## B. CAPITAL CAMPAIGN for MARTIN UNIVERSITY

There is a tremendous urgency to raise funds to renovate and construct new facilities for the University. These facilities and renovations will enhance our ability to recruit and retain students. It will allow us to expand academic programs and activities for our students. We believe the time is right to launch a Major Capital Campaign in September of 2019. The goal of the campaign is to raise 25 million dollars. The following steps have to be taken to start our campaign:

1. Select a Capital Campaign Committee in the fall of 2018
   - The committee must be composed of influential individuals who can help generate funding.

- We must raise more than 5 million dollars before we can officially launch the Campaign. This "seed money" is essential to attract donors. The chair and co-chair will be key in getting us started.

2. The campaign will be planned for five years from its official start.

3. Campaign Assessment Benchmarks
   a. The "silent" Campaign must raise 5 million dollars by September 2021.
   b. The active campaign will start no later than January 2021. The mid-term goal is 15 million dollars by the end of December 2023.
   c. The Campaign will end no later than December 2026. If the goal is reached before December 2026, the Campaign will continue until the end of December 2026.

## C. FACILITIES and CAMPUS DEVELOPMENT

A major factor in recruiting students to a University is the availability and attractiveness of facilities. Private Colleges and Universities have a major challenge in keeping up in the area of facilities because they have no State tax dollars dedicated to capital upkeep, repairs and replacements. Therefore, facilities and campus development have to be strategically planned and financially feasible. The following needs in facilities and campus development are essential for continued growth and competiveness.

1. Short Term (1 to 5 Years)

   a. We must construct a large Pole barn facility for University Vehicles, equipment and materials.
      - Pole Barn of 70' x 160' x 18'
      - Cost range $75,000 - $200,000
      - We need this facility in the next 24 months

   b. We must buy the three houses south of East 22nd Street on Gale Street. Demolishing this compound would allow us to own all the property south of East 22nd Street from North Sherman Drive to Olney Street and Mass Avenue. This would establish an uninterrupted campus for the school.
      - We need to buy this property in the next 24 months.
      - The cost of the property and demolition would range from:
        Property $80,000 - $100,000
        Demolition $20,000 - $30,000

c. Construct a two-level addition to the Education Center between the west end and the Church to provide the following instructional and needed areas:
- Two new Computer Technology classrooms
- A new Biology/Science classroom
- A new multi-space Science classroom
- A new data storage room
- A new elevator
- New men and women toilets on the first and second levels

Note: The estimated cost of this addition is 3 to 4 million dollars.
- We need to add this new construction in the next four to five years.

d. Buy all the properties on the west side of North Sherman from East 22nd Street to Mass Avenue.
- The next five to seven years is the timeline

2. Long Term (6 to 10 years)

a. Completely renovate and add a wing on the Church to provide a Student Center, a new children drop-in center, a fine arts area for vocal music, a 100-to-200 seat performance space with a stage for practice, meetings and classes.
- This space is needed to support an expanding vocal music and fine arts initiative.
- It will provide space to allow students to wait for classes and interact socially.
- It will provide a larger space to accommodate more children for the drop-in center.
- It provides flexible teaching space for unique programs and events.
- Estimated cost of 3.5 to 4 million dollars.

b. Build a Student Performance Center/Gymnasium to add Men and Women Sports of volleyball and basketball.
- It will be constructed to accommodate fine arts events, e.g. plays and shows
- It will allow the University to expand its physical education program for the general student population and for teacher education majors.

c. Complete the acquisition of all properties in the Martin Campus Triangle and clear the area to build the completed campus.

- This will allow us to build the mounds, repair streets, install signage, lights, and walls or fences to beautify and secure the University's space.

3. Facilities and Campus Development Assessment Benchmarks

   a. A large Pole barn for storage of University vehicles, machines, equipment and materials will be constructed on or before December of 2020.

   b. The three houses on Gale Street, South of East 22nd Street will be purchased and demolished by December 2020.

   c. The construction of a two-level addition to the West end of the Education Center will be completed by December of 2023.

   d. The purchase and demolition of all houses on North Sherman Drive between East 22nd Street and Mass Avenue will be completed by December 2025.

   e. The complete renovation and addition to the Church will be completed by December 2027.

   f. The construction of a new Student Performance Center/Gymnasium will be completed by December 2028.

   g. The acquisition and demolition of all properties in the Martin Campus Triangle will be completed by December 2025.

## D. STUDENT ACADEMIC PROGRAMS

The Most important feature of a College or University is its academic programs. Many students' futures are determined by the choices available to them in the academic curricula. Martin University is a private Liberal Arts institution with most academic majors focus on providing educational training and learning in areas of service to people, communities and institutions. Our four strongest undergraduate programs are Business Administration, Psychology, Criminal Justice, and Early Childhood Education. We are pleased and proud to say that we prepare students for service to others. The recent addition of Elementary Education and the increased emphasis on Addiction Counseling should provide more opportunities for service to others. However, we must add some performance-based degree majors which should also include certificated programs.

1. In the next 2 to 3 years we should add the following associate programs:
   a. An Associate of Arts in Information Technology

   b. An Associate of Applied Business


2. In the next 5 to 10 years we need to add the following Associate degree programs:
   a. Associate of Arts in Real Estate

   b. Associate of Arts in Social Work


3. In the next 2 to 5 years we need to add bachelor degrees in the following programs:
   a. Vocal Music

   b. Organizational Leadership

4. In the next 6 to 10 years we need to add bachelor degrees in the following programs:
   a. Theology

   b. Forensic Psychology


## E. STUDENT ACTIVITIES and ENRICHMENT PROGRAMS

The major missing link at Martin University is the absence of student activities and enrichment programs. There is a void created for many because there are no athletic teams, no competitive teams in debate, ethics, etc. We must make some basic decisions about student activities and enrichment opportunities. I believe this will help student recruitment and student retention. The following activities and programs will be our basic starting point in this area.

1. Highlight and emphasize vocal music as a fine arts program and a starting point for programs and activities.

   a. Create a Bachelor Degree in vocal music.
      - This degree area would need to recruit students.
      - It could also be a strong academic minor for students seeking a minor concentration.

b. Build three major vocal performing choirs at the University. The Community Gospel Choir, the Concert Choir, and the Show Choir would provide multiple activities and competition for the vocal music program.

c. The three choirs would serve as public relations ambassadors for the University through their performances locally, regionally, and nationally.

d. Provide partial tuition scholarships for choir members.

e. The vocal music degree program and the Performing Choirs would be developed over 5 to 10 years. The program would start with a full-time faculty member in Vocal Music and music theory being employed. Adjunct faculty would be added as needed to build the program. The program would officially start in the 2020-2021 academic school year. The choirs would evolve from the current Community Choir to three vocal performing groups.

The Vocal Music program could build a unique personality for the University and provide many opportunities for student participation and engagement. Indianapolis is a major conference and convention city and these visiting groups need entertainment.

2. Develop a University ethics competition team. This team will compete in local and regional competitions.

a. We are currently working to start the first ethics team.

b. We have a faculty volunteer coach who is currently researching the rules, procedures, competition rules and expectations. We will pay a small stipend to the coach once the team is organized, prepped and engaged in the ethics competitions. It should officially start in the 2018-2019 academic school year.

c. We plan to build a competitive team and compete annually in ethics contests.

3. Create a Men's basketball program for the 2020-2021 academic year.

a. Create a Planning Committee in the Fall of 2019.

    b.  Start the fundraising campaign for the Men basketball program in Fall 2019.

    c.  Develop a complete comprehensive plan for the Men's basketball program and submit it for Board approval in November 2019.
- The plan will contain a budget
- Fundraising Strategies
- National Association of Intercollegiate Athletics (NAIA) guidelines, etc.

4. Create a Women's basketball program for the 2025-2026 academic year. (We would follow the same organizational procedures as the Men's basketball program).

5. Create Men's and Women's Volleyball teams in the 2028-2029 academic school year. (This program will follow the same organizational procedures as Men's and Women's basketball).

6. Create a Women's soccer team in the 2020-2021 academic year. (This team will follow the same organizational procedures as Men's and Women's basketball).

7. Create a Men's soccer team in the 2024-2025 academic year. (This team would follow the same organizational procedures as the Men's and Women's basketball team).

8. Create a Martin University co-ed bowling team in 2019-2020.
- Initially this will be an intramural activity. Based on interest and participation it could grow into official athletic teams.

Note: The most expensive athletic teams are Men's and Women's basketball. Gym rental space for practices and games will add to the expenses. By the time our Student Performance Center/Gymnasium is constructed we should be ready for NAIA Membership and participation.

Student activities and enrichment programs are very important for the 18 to 24-year-old traditional students, but they are just as important for some of the non-traditional students. Viable student intramural programs in various sports create tremendous enjoyment and provide great health benefits. We have a great deal of flexibility on starting these programs and finances will dictate many decisions. However, over the next ten years we must do everything possible to create these opportunities and options for our students.

F. **INFORMATION TECHNOLOGY (IT) ENHANCEMENTS**

While the University has made positive strides in recent years in improving its technology infrastructure (e.g., University-wide Wi-Fi, a cloud-based email system) it still remains behind the curve in many areas of technology. This is particularly true in the use of technology for educational purposes. To move the University forward and remain competitive in higher education, it is imperative that increased technology use be incorporated in all areas of operations.

1.  Enhance the University's IT infrastructure.
    *   Conduct a thorough audit of the University's current IT infrastructure capacity within a year.
    *   Identify/prioritize IT infrastructure needs within a year.
    *   Develop/implement a five-year IT infrastructure plan.
    *   The University must replace its current data management system (i.e., CAMS) with a more user-friendly, developer-supported system within the next five years.  The developers of the CAMS system sold the company a couple of years ago.  The purchasing company no longer markets CAMS and provides a low level of support for current CAMS users.  Consequently, the University has largely relied on consultants (often ex-CAMS employees) when modifications to our system are needed.
    *   Estimated cost of a new data management system is $300,00 to $400,000.

2.  Use technology to increase the effectiveness efficiency of daily operations.
    *   Increase the use of digital materials to reduce the need for hardcopy materials.  Both students and University personnel use large amounts of paper to print hard copies.  The students and University personnel use large amounts of paper to print hard copies.  The University will increase the use of digital materials by 50% over the next three years to reduce its amount of paper use.
    *   Increase the use of technology-based learning analytics (e.g., data dashboards, and predictive algorithms) to offer innovative ways to predict student success, measure learning outcome achievement, and guide improvements in admissions, pedagogy, and student support services.
    *   Over the next five years the University will completely integrate all major functions (e.g., admissions, academic, finance, financial aid, human resources) into its data management system.  This will increase

the efficiency of data storage, management, retrieval, and reporting for all areas of the University.

3. Increase the use of technology in academia.
   - Provide professional development for faculty on use of technology in the classroom over the current academic year (AY) and thereafter.
   - Increase the use of technology in the classroom setting by 50% over the next five years.
   - Enhance student technological-based skills, particularly those employer-identified skills as most useful/used in the workplace.
     - Provide classroom activities early in several lower-level courses (i.e., 100-200 level) for these skills to be developed over the next two academic years and thereafter.
     - Provide opportunities in upper-level courses (i.e., 300-400 level) for those skills to enhanced/reinforced in AY 2019-20 and thereafter.
   - To provide alternatives to a traditional classroom content delivery format, the University will increase the use of online course content delivery formats (e.g., online courses, flipped classrooms) by 50% over the next five years.
   - Increase the use of e-books, open source materials, and/or their own authored materials in their courses by 50% over the next five years. These materials are less costly than traditional hard-printed books and will reduce the cost of a college education.
   - The University will increase its use of free open source coursed (e.g., MOOCS) by 50% over the next five years that will be accepted as college-level course credit. This will reduce the cost of a college education.
   - The University currently has a limited amount of digital library resources. Over the next five years, the University will have established a more comprehensive digital library for student and personnel use.