



TAYLOR THRIVES

Sparking a Vibrant Future



TABLE OF CONTENTS

4	Letter from President Lindsay
5	Executive Summary
8	Vision and Mission
11	Pillar 1: Widening the Circle of Learners
15	Pillar 2: Telling the Taylor Story
17	Pillar 3: Developing and Investing in our People
19	Pillar 4: Entrepreneurial Energy to Improve our Community
21	Pillar 5: Ensuring Excellence and Affordability
23	Pillar 6: Serving and Leading to Minister to a World in Need

**Commit to the Lord whatever you do, and he will
establish your plans. Proverbs 16:3**



175th Commission

A nine-month strategic planning process engaged Taylor constituents in prayerful discernment and strategic dreaming for the future of the University. Meetings with gifted leaders, innovative thinkers, and Taylor constituents were held in Indianapolis, Denver, Fort Myers, Dallas, Chicago, and concluded on Taylor's campus at Heritage in October 2022.



TAYLOR THRIVES *Christ-Centered, Student-Focused*

Since 1846, Taylor has served the church as one of the most Christ-centered, student-focused universities in the world. Leaders in education recognize Taylor as a place that prizes student learning, celebrates intentional community, and leads in the important work of faith-learning integration. This is a place where we seek to honor the Lord by giving him our best. Thanks to the Lord's provision, Taylor now stands as the oldest non-denominational school within the Council for Christian Colleges and Universities. We give thanks that every faculty and staff member is devoted to the intellectual and spiritual formation of students – in classrooms and residence halls, on the turf and performance stage, and around the world.

At the same moment that we recognize these blessings, we also turn with resolve to face the challenges that lie ahead. Industry headwinds, significant changes in the political milieu, and a global pandemic have created an inflection point in Taylor's history – one none of us could have foreseen a decade ago, let alone 175 years ago. But we know that adversity has never stopped the advancement of the Gospel, and we see tremendous opportunities on the horizon. Guiding the University through these turbulent seas will take skillful hands and integrity of heart as we face a never-before-seen array of perils and possibilities coming to the institution at an accelerating pace.

Over the last nine months every constituent group of the University was invited into an ambitious effort that involved prayerful discernment and strategic dreaming of how the Lord might use Taylor University over the next five years. Thousands of constituents participated through survey responses, dozens of small-group discussions and interviews, and strategic-planning conversations that took place within nearly every department. The University also received counsel from hundreds of external advisors. In the end, input into the plan is measured by the hundreds of pages and thousands of hours devoted to the strategic plan by staff, faculty, and colleagues across campus.

Based upon prayerful discernment, careful analysis, and hopeful expectation for all that God has done, is doing, and will do in and through Taylor University in the future, the plan presented below represents the fruit of those labors and, we believe, the very best thinking of the extended Taylor family. It reflects the godly ambition of an entire community devoted to the work of developing servant-leaders marked with a passion to minister Christ's redemptive love and truth to a world in need. It will take our very best, and we are counting on the Lord to multiply our modest loaves and fishes into an abundant bounty that glorifies Him.

As we embark on the journey of carrying out the work we believe the Lord has called us to, we take encouragement in the reminder that "Thus far, the Lord has helped us" (1 Samuel 7:12). We know He will do it again!

D. Michael Lindsay, President and Professor of Sociology

Executive Summary

The Need.

Taylor is a global leader in Christian higher education and is recognized as a place that prizes student learning, celebrates intentional community, and leads in the important work of faith-learning integration. Taylor's alumni are generous, winsome, servant-leaders who bring a thoughtful Christian witness to society, serving Christ wherever they are called with integrity of heart and skillful hands. The world has perhaps never been more in need of Taylor's graduates, but industry headwinds, significant changes in the political and religious milieu, and a global pandemic have created an inflection point in the University's history that requires us to think comprehensively and creatively about how Taylor will thrive in the years ahead. This is the call to which the University, and thousands of faculty, staff, students, alumni, parents, and friends have responded over the past nine months.

The Process.

Starting in the fall of 2021, the University engaged in an expansive strategic-planning process that involved every area of campus and every University constituent group. A group of 14 faculty and staff leaders spearheaded a process that collected the insights of thousands of individuals including faculty, staff, students, alumni, parents, and friends of the University. Strategic-planning conversations with nearly every department, multiple sessions with the University Assembly (a group of 50 faculty and staff leaders), multiple campuswide forums, conversations with advisory councils, dozens of opportunities for small group discussion, a robust review of institutional data and survey results, and hundreds of pages of written feedback formed the basis of the extensive research in the strategic-planning process. During the spring, four iterative drafts of the strategic plan were prepared and shared sequentially with segments of the community for comment, conversation, and revision. Each

revision brought additional opportunities for conversation as the University sought to make the process both comprehensive and transparent. Simultaneously, the University worked to identify the expense and revenue opportunities associated with each of the specific goals and metrics associated with the plan. Lastly, the University's human resources leadership has begun guiding a set of conversations to leverage Taylor's significant human capital and help managers ensure their departments support the work of the strategic plan and the wider University. Over the course of the summer months, each department will develop an implementation plan, identifying how they will support the strategic plan. These implementation plans will form the basis of goals for which individuals and departments will be accountable over the course of FY2023. This process will be repeated annually throughout the five years covered by the strategic plan.

Taylor Thrives: Christ-Centered, Student Focused.

As we reflected on what would be required for Taylor to live out its vision over the next five years, we believe three elements of the University must thrive—our campus, our community, and our mission. Each is supported by two priority pillars that undergird our efforts:

- Our campus will thrive as we widen the circle of learners we serve—from high school, to undergraduate, to graduate and professional students—and as we tell the Taylor story more effectively and in more places. Taylor's experiential learning and compelling campus culture spark joy and enthusiasm among our students and alumni. As our campus thrives, we will be inspired to live, as John 10 describes, life to the full!

- Our community will thrive as we develop and invest in our people and work to make Taylor and the surrounding community an even better place to live, work, and study. Taylor is a highly relational place where people selflessly support and encourage one another. As our community thrives, we will uplift one another and nurture the Christian ethos that makes our community so distinctive.
- And our mission will thrive as we work hard to ensure the excellence of a Taylor education while making it more affordable, as well as seek to move from excellence to eminence in developing servant-leaders to minister to a world in need. We will remain unwavering in our Christ-centered mission; as it thrives, our graduates will be even better empowered to make a difference wherever God leads them.



Widen Our Circle of Learners.

We believe Taylor needs to grow the circle of learners it serves – both because it is essential for institutional vitality, and also because we believe it is a missional imperative to share the transformative Taylor education with a wider segment of learners. Initiatives include launching and expanding academic programs to serve nontraditional students for Taylor—adult learners, those interested in graduate and professional programs, and pre-collegiate students. They also provide for additional investments in Taylor's strong liberal-arts education and pathways that will allow the University to continue to grow its diversity as we seek to better emulate the diverse multitude from every language, ethnicity, and nation who praise the Lord in heaven for eternity.

Tell Taylor's Story.

For too long, Taylor has hidden its light under a bushel. Every constituent group of the University believes Taylor needs to invest more

resources in 1) raising the University's profile; 2) engaging our constituents more effectively and consistently; and 3) reaching a significantly larger segment of the Christian world. We have identified a robust slate of initiatives that will address each of these needs, allowing Taylor to share more of its strengths with those beyond our campus. This will require investments in marketing, enrollment, and communication – in terms of both people and resources. In the process, we hope to increase the confidence of alumni and parents; and we hope for each of these groups to better understand, articulate, and value Taylor's unique strengths within an increasingly competitive higher education marketplace.

Invest in and Develop Our People.

Among Christian colleges and universities, the commitment of Taylor's people to carrying out our mission is a key differentiator in what makes our institution special. Faculty and staff are the essence of how we carry out our mission of

developing servant-leaders. For too long, however, we have not developed and invested in our own employees. The University's senior leaders need to do more to motivate our workforce, seek their input and keep them better informed. Taylor will invest time, resources, and energy to equip faculty and staff department chairs, as well as leaders across campus to become better managers. We also will develop emerging leaders on campus and build career paths to keep faculty and staff colleagues engaged and excited about their futures at the University for many years. Finally, we will model for other institutions how to develop and deepen servant-leadership, not only among students but also among faculty and staff year after year.

Improve Our Campus and Community with Entrepreneurial Energy.

Taylor has a long history of contributing to our local community. Echoing the admonition in Jeremiah 29, we seek the peace and the prosperity of our community because if it flourishes, we also—at Taylor—flourish. Building upon our legacy and attending to newer developments that God has made possible, we aspire to harness the innovative and entrepreneurial energy of our campus to create a more robust ecosystem of care and development for our community. We also have identified a robust set of investments in Taylor's physical infrastructure that will modernize our campus as we seek to make Taylor an even better place to live, work, and study.

Ensure Excellence and Affordability.

Every constituent group talked about the rising cost of higher education and expressed concerns that Taylor remain affordable for the kinds of families we have historically served. Affordability is a key driver for enrollment growth, and Taylor supporters have generously given to endowed scholarships and current-use scholarship funds for decades. In light of the increasing competitiveness

of our market, Taylor must make significant gains in growing our endowment and launching new scholarships that can be deployed immediately. We have identified a robust slate of initiatives that we believe will draw additional philanthropic dollars to the University while we also seek to grow nontraditional revenues and increase the value proposition of a Taylor education.

Develop Servant-Leaders to Minister to a World in Need.

Taylor aspires to move from excellence to eminence in developing servant-leaders, equipping our students to meet the next generation of challenges and opportunities. We have identified a set of initiatives that will help us advance our distinctive as we further enhance the residential, undergraduate experience, invest in athletics as a catalyst for character development, and equip our students to better spread the Gospel in a pluralistic world.

Collectively, we believe these items will contribute to the thriving of Taylor University as we seek to respond to and reposition ourselves within the marketplace, to advance our distinctives and reinforce our historic strengths, and to develop new pathways for future growth and development for the University.

Under God's providential guidance and with His blessing, we approach the next five years at Taylor with excitement and energy for all that lies ahead. We seek to commit these priorities, objectives, and goals to the Lord's work and trust He will establish our plans and do great things in and through us as we seek to bring the light and faith of Christ to a world in need.

Vision and Mission

In God's providence, throughout church history, faithful individuals and institutions have been marked with special callings. Over the last nine months, the University community has worked together to identify the Lord's calling in this season and to determine our unique strengths, in the context of a very competitive marketplace, that we can celebrate and accelerate in the years ahead. Based on that prayerful discernment and deep analysis, we have reached consensus on a vision for Taylor's next five years. Simply stated, we pray that Taylor University would be the leading Christ-centered, student-focused university, committed to carrying the light and faith of Christ to a world in need.

Christ-centered.

The history of American higher education relates the story of hundreds of institutions who have diminished their Christian commitments in pursuit of academic respectability. Historian James Burtchaell has aptly referred to this as the "dying of the light." Despite this general trend, there is a segment of American higher education that has maintained its Christian commitments, and an even smaller group that asks every community member to testify to their faith. Taylor is one of the leading institutions within this small group, and we increasingly stand apart from others because of our shared Christian commitments. This is important because we believe faith grows the best in the context of wider faith within higher learning (Hebrews 10:24-25). There are only a handful of ranked institutions in the United States today that foster this kind of thriving Christian community, and we are proud to be among that select group.

Student-focused.

For decades, Taylor has been at the vanguard of educational institutions where students are the top priority. While some may assume this is the norm in higher education, it is remarkably rare. Many institutions over the last fifty years have followed one of two general paths—either

emulating the model of the German research university or, conversely, pursuing enrollment growth at the expense of academic rigor. Taylor has distinguished itself as an institution that continues to care deeply about the academic and spiritual formation of students and prioritizes resources and institutional energy accordingly. From student learning to student engagement, to student development, Taylor has continued to ask, "What is best for our students?" As such, we are a bright star within the constellation of American higher education.

Taylor's commitment to either of these areas would be a distinctive. The fact that Taylor is a global leader in both makes the University unique, and it is this distinctiveness that animates our vision for the future. In essence, we will build on what differentiates Taylor from other institutions and craft a vision that allows us to live into that uniqueness even more fully over the next five years.

Committed to carrying the light and faith of Christ to a world in need.

We believe it is not only what students are taught, but also how, that reinforces the ultimate telos—that is, our ultimate aim—of what we pursue as an institution that claims the name of Jesus Christ. Through athletics and the arts, through experiential and classroom learning, members of the Taylor community help one another better understand the Gospel of Jesus Christ and the myriad ways the Gospel speaks to the full spectrum of human endeavor (Colossians 1:15-20). We teach our students that Christ's death and resurrection reconcile not only the human relationship with God but with one another and with creation as well, and we take up the servant's towel as a way of modeling a counter-cultural approach to leading well. In so doing, we reflect the example of Jesus, who came to serve, not be served.

Our Mission.

Taylor's current mission statement is, in many ways, ahead of its time. The mission of Taylor University is to develop servant leaders marked with a passion to minister Christ's redemptive love and truth to a world in need. It makes no direct mention of "education" or "graduates" or the framing of most university missions that align around the traditional triad of academic growth, personal development, and leadership/service to the world. There are, quite literally, thousands of university mission statements that sound the same, all organized around these three ideas.

Taylor is different. We make clear that our mission is to develop servant-leaders and our mission is far beyond earning a degree. We are here to develop people in Christian discipleship. And because we serve people who are pursuing higher education (which is unavailable to most of the world), we recognize that unto those much is given, much is required (Luke 12:48). As such, Taylor rightly understands its purpose as developing future leaders. But they are countercultural leaders, ones who believe that servanthood is the way to greatness (Mark 10:42-45).

As we reflected on our mission during the strategic-planning process, we identified two slight adjustments we want to make. The first grows out a desire to have a direct biblical allusion in the mission statement. As a Christ-centered institution, we are guided by Scripture in all things and aspire to always point others to Jesus Christ (Hebrews 12:2). We take discipleship seriously at Taylor, where we learn about Jesus and where we seek to be conformed to his image every day. The Gospel of John is arguably the most theological of the four Gospels, and scholars believe John is the most careful of the four Gospels. John 1:14 describes Jesus as full of "grace and truth." As Christ-followers, we are compelled to bear witness to Jesus in similar fashion, being full of grace and truth in how we interact with the world and how we conduct ourselves with one another. As we reviewed the mission statement, it felt even more

accurate to state that we develop servant-leaders who are equipped to minister Christ's redemptive grace and truth to a world in need. We recognize that love and grace are not synonymous, but the biblical concepts of "redemptive love" and "grace" are very close to one another, speaking in terms of Christian soteriology. God's redemptive love comes to us as grace. By making this small change, we gain the benefit of clarifying that the Bible directs everything at Taylor, and it captures our approach to how we, as an educational institution in 2022, direct our students to live out their callings as they, responding to the work of God in our lives and our community, carry the grace and truth of Christ to a world in need.

We were struck that the replacement of "redemptive love" with "redemptive grace" might simply and elegantly accomplish several things, and it would have the benefit of providing a message that could be even more compelling to internal and external constituents. Speaking theologically, the concept of grace embodies both the special revelation that we see in the life of Jesus and attested to in the Gospel and throughout the Bible. But it also includes the general revelation that Reformed theology describes as "common grace," where godly virtues can be seen in additional ways that are beyond what is recorded in Scripture.

The syntax adjustment, which would not change how the statement is heard but would change how it's read, involves the addition of a hyphen in the term servant-leaders. The hyphenation makes clear that servant-leader is a distinctive compound noun, not an adjective describing a noun. We believe a compound noun is better in that overall objective than an adjective describing a noun. In essence, this allows us to make a bigger point that we are not developing "leaders" who happen to also be "servants" but instead, we are producing a distinct vision for what it means to lead based on the Gospel, and that distinction results in something unique, "a servant-leader." If the Board accepts our proposed modifications,

the mission statement of Taylor will read as follows:

The mission of Taylor University is to develop servant-leaders marked with a passion to minister Christ's redemptive grace and truth to a world in need.



Priority Pillar 1

Widening the Circle of Learners

Virtually everyone believes that Taylor needs to grow the circle of learners it serves – both because it is essential for

institutional vitality, and because we believe it is a missional imperative to share the transformative Taylor education with a wider segment of learners. This includes increasing the diversity of our student body as well as residential undergraduate student body growth, but it also involves launching and expanding academic programs to serve nontraditional students for Taylor—adult learners, those interested in graduate and professional programs, and pre-collegiate students. This will require significant investment, so our strategies need to represent wise stewardship of limited resources to leverage for maximum impact. This expansion of the students that Taylor serves must also align with and advance the University’s commitment to Christian higher education, not diminish it.

We think the best approach is to identify a portfolio of academic areas where strategic investments can be made. We have chosen these areas of focus to better serve our traditional students while also creating new academic offerings for pre-collegiate, graduate, and adult learners. This expansion will largely occur through digital or remote learning initiatives, but they will also involve investments in people, on-campus facilities, and programs. A dedicated administrative unit within the academic division will be required to serve these nontraditional learners most effectively. This will necessitate a restructuring of some other parts of the academic division, which could include re-constituting school-like units within the academic division while also creating opportunities for collaboration across academic departments. Unlike previous efforts at the University, none of these restructuring strategies

are created to eliminate positions for budget-savings reasons. Instead, we seek to position Taylor’s academic leadership and structure to be more adaptable for the rising competitiveness of our market and to develop a cadre of academic leaders who have sufficient and equivalent “range” of responsibilities and are developed as institutional leaders with greater intentionality and authority. Finally, we seek to invest in academic initiatives that will serve the largest number of students and to diversify the University’s resource base for future growth and development.

As part of this priority, we have identified a set of initiatives that we believe, over time, will help our campus more closely reflect God’s Kingdom on earth. As our Multicultural Philosophy Statement makes clear, Taylor is committed to fostering healthy relationships in our community regardless of differences in race, ethnicity, or national heritage. We believe there is value in seeking diversity not just out of a desire to serve a wider segment of students but also in seeking to emulate the diverse multitude from every language, ethnicity, and nation who praise the Lord in heaven for eternity. We believe this process not only honors God but also offers myriad opportunities to enrich the experience of everyone at Taylor. The following are the major components of this priority pillar.

Invest in Taylor’s Christ-Centered, Liberal Arts Education:

Make strategic investments to differentiate Taylor’s Biblically Anchored, Christ-Centered, Liberal Arts Grounded, Educational Mission from key competitors.

- Launch a set of internal grants (up to \$7,500 each) whereby academic departments can apply for seed funding that would allow them to gauge market interest in and potentially launch new curricular or co-curricular

offerings (such as dual enrollment courses or certificate programs). [Years 1-5]

- Over the course of FY2023, the Core Committee will comprehensively review and reframe the Foundational Core to make it distinctive and exemplary of our vision for Christ-centered higher education. [Year 1]
- Develop a plan to utilize existing core courses to offer a Scripture Engagement minor to all students, with a proposal shared with the relevant academic bodies before the conclusion of FY2023. [Year 1]
- Increase utilization of courses offered as a dual-enrollment option for high school students, tripling the size of dual enrollment and achieving a 33% conversion rate of dual enrollment students by year five of the strategic plan. [Years 1-5]
- Launch four opportunities (including the Bachelor of Fine Arts, and a B.A. in Public History) for Taylor's arts and humanities programs to offer new credentials or degrees that best prepare graduates to serve in their chosen fields. [Years 1-5]
- Utilize senior and/or retired faculty to offer a set of online courses, available free of charge, targeted particularly toward alumni and parents, with the first classes available within year one of the strategic plan, as a way of growing Taylor's digital footprint. [Launch in Year 1]

Strategic Investments in Five Academic Areas:

We believe that intentional investments in five academic areas where Taylor is already succeeding will make a significant difference in helping Taylor grow market share. We are pursuing areas where we can advance Taylor's work with multiple student populations at the same time—from pre-collegiate students to our core undergraduates, to adult learners in undergraduate, graduate, and professional programs.

Area 1: Ministry, Scripture Engagement, and Human Flourishing

- Expand the Master of Arts in Ministry program to three unique markets by 2027, establishing partnerships with five institutions in each. [Years 1-5]

- Launch certificate offerings through the Center for Scripture Engagement. [Year 3]
- Make an investment to allow continued growth in the Orphans and Vulnerable Children program, creating a growth plan and identifying an appropriate goal by the end of year one of the strategic plan. [Year 1]
- Take advantage of the Sacred Roots network of scholars and ministry practitioners to provide research, relationships and resources to congregational leaders serving in communities of urban and rural poverty (exact expectations to be determined by the end of year one of the strategic plan). [Begin in Year 1]

Area 2: Education

- Develop two dual-enrollment courses targeted specifically towards Christian schools—locally, nationally, and globally—that are (or have the potential to be) feeder schools for Taylor. [Year 1]
- Conduct market research to identify and then launch graduate and/or certificate programs that Taylor's Education Department is uniquely positioned to serve. [Market research conducted in Year 1]
- Identify at least two opportunities for Taylor's Education Department to partner with local community or church partners by offering certificates or micro-credentials. [Year 2]

Area 3: Business, Entrepreneurship, Finance, and Leadership

- Launch a summer business camp for high school students. [Year 2]
- Conduct market research to identify and then launch graduate and/or certificate programs that Taylor is uniquely positioned to serve. [Begin in Year 1]
- Endow and launch a School of Business. [Years 1-5]

Area 4: Computing, Data Science, and Engineering

- Launch a data science academic program that can complement any academic major on campus. [Year 1]
- Conduct market research to identify and then launch pre-collegiate and/or professional

- certificate offerings in this area. [Year 3]
- Launch a mechanical engineering program for undergraduates. [Year 3]

Area 5: Health Professions

- During the first year of the strategic plan, identify funding sources to build on faculty passions for community health programs and experiential student learning. [Year 1]
- Develop and launch 2-4 new programs in health profession fields, with a first report on possibilities presented to the Board in May of 2023. [Years 1-5]
- Launch a summer academic camp focused on health sciences. [Years 2-3]
- Secure institutional partnerships with new medical facilities in the local community. [Years 1-2]

Raise Taylor's Academic Profile:

Surveys of prospective students tell us that Taylor is losing a perceptual battle against key competitors related to the strength of our academic offerings. There are concrete, proven, and achievable steps we can take to help recognize the excellence of our faculty and bolster our academic reputation and, likely, help Taylor's standing in recognized rankings rise.

- Review, and where appropriate, revise every academic major page to highlight the contributions of our faculty and ensure timely, relevant, and compelling presentation. Continue the regular refresh cycle. [Years 1-5]
- Develop a set of video assets for the various outreach efforts within academic departments that feature Taylor faculty, students, and alumni. [Years 1-5]
- Enable departments to share stories of

successful graduates more easily in their programming, working to better leverage positive results. [Years 1-5]

- Develop regular alumni and parent outreach mechanisms (e.g., digital newsletters, events) to grow resources for academic programs and raise the visibility of Taylor's academic strengths and dynamic faculty by the end of year one of the strategic plan. [Years 1-5]
- In year one of the strategic plan, launch a digital undergraduate research journal. [Year 1]

Expand Taylor's Academic Offerings for Key Partners in Christian Education:

- While a number of traditional recruiting markets are shrinking, there are several areas that are seeing significant growth, ones that also represent a strong missional fit for Taylor. We believe we can do much more to help reach and recruit these students through strategic partnerships and offerings.
- Launch a set of online courses that are difficult to teach in a home environment and offer these to homeschool students at a competitive tuition rate. [Years 2-3]
- Provide continuing education programs for homeschool educators, especially during breaks and over the summer when classrooms and labs are more available. [Years 2-3]
- Seek to engage with and capitalize on the growing classical Christian movement. Launch a program for classical education leadership and identify recruiting pathways (perhaps in the form of a first-year fellows program) for classical students at the undergraduate level. [Years 2-3]



Align Taylor's Academic Structure for Institutional Thriving:

Taylor's faculty are incredibly committed to their students, but time spent in committees and academic structure that is not intuitive, a lack of support for grant-writing, and other features of our current situation take too much valuable time and energy from our faculty. We believe there are pragmatic steps we can take that will maintain the important shared-governance work done by faculty while also freeing more of faculty time to do the things they are uniquely able to do well.

- Create a faculty taskforce to complete a careful examination of committee assignments, regular reports, and annual department reviews, considering possible reductions and other ways to reduce faculty time commitments outside the classroom with a report due to the Provost by spring of 2023. [Year 1]
- Develop a new structure, including the creation of a College of Graduate and Online programs (name not final), to be presented to the Board of Trustees, for Taylor's academic division that includes Colleges, Schools, Divisions, and a refined set of Departments. [Year 1]
- In year one of the strategic plan conduct market research to identify appropriate additional delivery methods or degree offerings connected to the MAHE program (including hybrid and fully virtual master's offerings and/or a doctorate). In addition to the launch and creation of a new track or degree program, seek 20% enrollment growth to the existing on-campus MAHE program. [Years 1-5]
- Significantly increase sponsored research, grants, and foundation dollars secured, with an expectation that the University would receive \$1.25MM in grant funding annually beginning in year two of the strategic plan. [Years 2-5]
- Develop a strategic direction and allocation of space plan along with possible renovation for the Zondervan Library as a part of the strategy to best balance needs for scholarship, studying, and collaboration among our students and faculty. [Years 1-5]

Develop a Student Body that Reflects the Diversity of the Global Church:

We believe in increasing the diversity of Taylor's student body because our theological convictions compel us to emulate the diverse multitude from every language, ethnicity, and nation who will praise the Lord in heaven for eternity.

- Expand the University's intercultural and historical educational engagement with civil rights trips, and other experiential learning so that every student is given the opportunity to interact with this kind of experience before graduating. [Year 2]
- In year one of the strategic plan, identify opportunities to meet transportation and housing needs for international students. [Year 1]
- Create a diversity-focused admissions officer position to enhance Taylor's recruiting efforts among underrepresented groups as well as with international students. [Years 1-2]
- Over the course of the strategic plan, increase the percentage of diverse and global students to 25% of the undergraduate student body on campus. [Years 1-5]

Leverage a New Academic Space on Campus:

Strengthen a marquee specialty program (film & media) on campus with dedicated space while also expanding facilities that can benefit the entire campus.

- Finance and construct a facility that showcases the film and media program and enables program growth while also providing space for entrepreneurial ventures and a marquee meeting space. [Years 1-2]
- Conduct market research to identify and then launch graduate and/or certificate programs that Taylor's Film and Media program is uniquely positioned to serve. [Year 2]
- Over the next five years, reach 110 high school students through the summer Film and Media camp. [Years 1-5]
- Secure 250 external awards or recognitions for the Film and Media program over the course of the strategic plan. [Years 1-5]



Priority Pillar 2

Telling the Taylor Story

For too long, Taylor has hidden its light under a bushel. Every constituent group of the University believes Taylor

needs to invest more resources in 1) raising the University's profile; 2) engaging our constituents more effectively and consistently; and 3) reaching a significantly larger segment of the Christian world. As part of this, Taylor needs to share more of its strengths with communities beyond our campus. Through expanded service-learning opportunities for students, speaking engagements for Taylor faculty at churches and schools around the country, and traveling groups of Taylor students around the world (in the arts and athletics, to name just two), the University's visibility will increase. In the process, more prospective families and supporters will come to know Taylor University and the excellent, Christ-centered education we provide.

The current moment, however, requires deeper understanding of Taylor's brand and its unique strengths with a subsequent refresh of all the University's brand assets—from the website to logos and wordmarks, to key messaging points. Once the refresh is completed, we need to make measurable progress in increasing brand awareness and loyalty each year for four years. In the process, more people will come to appreciate Taylor's unique contribution to the wider academy and the global church. This will require investments in marketing, enrollment, and communication—in terms of both people and resources. It will also require an investment in the campus "welcome" experience so that visitors come to admire Taylor and its distinctive strengths. We know that peer institutions have invested heavily in these areas over the last few years, so this is a moment for Taylor to "catch up," but we also hope that over these five years,

Taylor will assume a leadership position in terms of welcoming campus visitors compared to our competitors. In the process, we hope to increase the confidence of alumni and parents in recommending the University to those within their circles of influence. Finally, we aspire to significantly increase our digital engagement with prospective students, alumni, parents, and supporters and for each of these groups to better understand, articulate, and value Taylor's unique strengths within an increasingly competitive higher education marketplace. The following are strategic objectives we are pursuing.

Showcase Taylor as the Premier Place for Developing Servant-Leaders:

Servant-leadership development is part and parcel of all we do at Taylor, but few beyond our campus associate this key value with a Taylor education. Our world desperately needs the education Taylor offers, and we need to do much more to share what Taylor has to offer in this regard.

- Complete a brand study, working to identify perceived areas of strength and to completely overhaul Taylor's marketing efforts. [Year 1]
- On a rolling basis over the course of the strategic plan, enhance the marketing and communications plan for each academic affinity area to draw students through the recruiting funnel. [Years 1-5]
- Overhaul the Taylor website to match the outcome of the Taylor brand study. [Year 3]
- Maintain or increase the academic quality (measured by high school GPA and standardized test scores) of incoming students, even as we seek undergraduate enrollment growth. [Years 1-5]

Amplify Taylor's Communications Efforts to Reach a Wider Audience:

Key investments in people, technology, and facilities will make a significant difference in helping Taylor thrive in a competitive marketplace.

- Incorporate student talent as micro-influencers to advance the University's brand through social media and other organic networks where students can recommend Taylor and increase the University's visibility. [Years 1-5]
- Invest in key communications technologies (electronic newsletters, videos, etc.) and spaces (digital studios) that will elevate our outreach efforts to all constituents. [Years 1-2]
- Increase Taylor's brand awareness and loyalty (exact measures to be determined following the conclusion of the brand study process). [Years 2-5]
- During the first year of the strategic plan, identify and later implement investments (personnel and/or equipment) needed to expand and improve the University's ability to livestream chapel, athletic competitions, theater, musical performances, and other events offered on campus. [Year 1]

Design, fund, and build a welcome center to elevate the campus visit experience, which is increasingly important in drawing prospective students to the University. [Years 3-4]

Take Taylor to the World:

We know that bringing individuals to campus significantly increases their likelihood of enrolling. When that is not possible, the next best thing is bringing Taylor to them. Several affordable strategies can make a difference in growing awareness of Taylor around the country and the globe.

- Expand the work of church relations to partner regularly with 20 key Taylor-connected churches that have the potential to impact Taylor's enrollment the most. [Years 1-5]
- Create a Taylor speakers bureau and pulpit supply group to promote the work of our faculty and staff, placing them in high impact speaking opportunities at schools, companies, and churches. [Year 2]
- Launch a set of annual, regional events to take Taylor on the road, reconnecting with alumni and introducing the University to a set of students who might not otherwise interact with Taylor. [Years 1-5]





Priority Pillar 3

Developing and Investing in our People

Among Christian colleges and universities, the loyalty of Taylor people is a key

differentiator in what makes our university special. Faculty and staff are the essence of how we carry out our mission of developing servant-leaders. For too long, however, we have not developed and invested in our own employees. The University's senior leaders need to do more to motivate our workforce, seek their input and keep them better informed. The time has come for a different approach, one in which we devote institutional resources to strengthening the human capital of the University. Over the next five years, Taylor aspires to become the strongest and most engaged Christian workplace within the Council for Christian Colleges and Universities, as measured through surveys administered by the Best Christian Workplace Institute. As part of this, Taylor will invest time, resources, and energy to equip faculty and staff department chairs, as well as leaders across campus to become better managers. We also want to develop emerging leaders on campus and build career paths to keep faculty and staff colleagues engaged and excited about their futures at the University for many years. Finally, we want to model for other institutions how to develop and deepen servant-leadership, not only among students but also among faculty and staff year after year.

We want to be a place that attracts, develops, rewards, and retains a diverse and talented workforce that is deeply aligned with Taylor's mission and foundational documents. We want our senior leaders and managers to demonstrate workplace best practices. And we desire to set the pace among Christian colleges and universities at onboarding, developing, and motivating faculty and staff. To these ends, we will invest in

more robust communication and performance-management efforts so that our faculty and staff feel informed, inspired, and involved in the University's future. The following outlines our strategic objectives.

Invest in the Next Generation of Taylor's Leadership:

We desire that, for any senior leader vacancy, there would be multiple qualified Taylor staff or faculty who would be viable candidates. A number of workforce initiatives will help us make progress towards this goal.

- Develop an annual set of leadership development opportunities for faculty and staff who are already serving as managers or department chairs with the first cohort participating in year one of the strategic plan. [Years 1-5]
- Launch an additional set of opportunities for emerging leaders who are not in formal roles of responsibility to bolster Taylor's talent pipeline with the first cohort participating in year one of the strategic plan. [Years 1-5]
- Create on-campus programming, and secure funding for the intentional development of leaders from underrepresented groups with the first cohort participating in year one of the strategic plan. [Years 1-5]
- Annually invest in the personal and professional development of the President's Cabinet, Senior Leadership Team, and academic leadership, through off-campus vision trips, retreats, and meetings as well as through on-campus developmental programs, helping them to serve more effectively in the years ahead. [Years 1-5]

Make Taylor a Best Christian Workplace:

Taylor's workforce has always been among our greatest strengths, but we aspire to build a stronger and more supportive workforce culture.

- By year five of the strategic plan, be the most engaged workplace among peer institutions, as measured through surveys administered by the Best Christian Workplace Institute. [Year 5]
- Develop a set of goals for improving campus communication efforts and input mechanisms from employees beginning in FY2023. [Year 1]
- Review a set of key policies, including Taylor's family leave policies, and explore appropriate adjustments to improve Taylor's ability to recruit and retain key personnel. [Years 1-2]
- Evaluate and then overhaul Taylor's new employee onboarding process and the protocols for departing employees (such as exit interviews). [Year 1]

Develop a Workforce That More Closely Reflects the Kingdom of God:

We believe that growing the diversity of Taylor's workforce is essential as we seek to serve the global church. It will pay dividends by adding to our ability to care well for all within our community, and that the University's decisions will benefit from hearing diverse voices in our deliberations. We believe a set of strategies to increase the number of relationships with communities of color will help ensure success when we later create and implement specific protocols related to diverse representation in searches.

- In year one of the strategic plan, work to build 10 relationships with churches that serve

those beyond the Taylor campus, including a particular focus on outreach to ethnically diverse churches. [Year 1]

- In year one of the strategic plan set a baseline for and then work to incrementally increase the number of relationships and connections Taylor has with communities of color, looking to establish four new relationships annually. [Years 1-2]
- Develop protocols whereby recruiting pools will not be complete (and able to move forward in the screening and selection process) without diverse (ethnic or gender) representation. [Year 2]

Effectively Develop and Motivate our People:

Taylor has not, in recent years, participated in institutional or individual goalsetting among employees. We believe that implementing a regular goalsetting and performance review process, combined with realistic goals for increasing faculty and staff compensation, will make an important difference in elevating the engagement and motivation for Taylor's talent.

- Launch a regular practice of granting one-time bonuses to all employees when the University achieves institutional goals. [Year 1]
- Create a total compensation strategy that motivates and rewards staff and faculty for their contributions. [Year 1]
- Implement a regular goal setting and performance review process for all employees that ties to annual compensation increases for most employees. [Year 1]
- Raise endowment dollars for endowed faculty positions (exact measures to be presented to the Board in fall of 2022). [Years 1-5]





Priority Pillar 4

Improve our Campus and County with Entrepreneurial Energy

For 175 years, Taylor has been focused on ministering to a world in need. In recent years, one avenue for this ministry has involved the University's catalyzing entrepreneurial interests among students and faculty in ways not seen before. Experiential learning in the sciences has included launching satellites in partnership with NASA, which has given rise to a new company that has launched over 500 satellite systems into space. Through 1846 Enterprises, the University supports new ventures in both the private and nonprofit sectors such as Inroads Analytics and Kershner Commons, LLC. Also, the annual "Shark Tank" program of the Calling and Career Office prepares teams of students to pitch their ideas to potential backers.

Alongside these ventures, Taylor has a long history of contributing to our local community. We seek the peace and the prosperity of our community because we want Taylor to thrive alongside of, not at the expense of, our local community. A recent community health initiative, spurred by philanthropy from the Lilly Endowment, has raised the attention of Taylor faculty, staff, and students to the health needs of our community. Creative partnerships with IU Health, among others, have created space for Taylor people to make a difference in the lives of our neighbors and friends through health coaching and wellness-education programs.

Building upon our legacy and attending to newer developments that God has made possible, we aspire to harness the innovative and entrepreneurial energy of our campus to create a more robust ecosystem of care and development for our community. We will accomplish this through several related initiatives.

Partner With the Local Community to Make It a More Attractive Place to Study, Live, and Work:

In many ways, the success of our region and Taylor are intertwined. Investments in our local community will pay dividends in making this area an even more attractive home for our students and employees while also bringing significant benefits to the local community.

- Form a taskforce to identify short- and long-term options to increase the quantity of housing stock for Taylor employees and for others who may wish to move to the area with a report to be offered to the Board in February of 2023. [Year 1]
- Launch a taskforce to identify opportunities to support the economic development of the area by engaging Taylor alumni, parents, and supporters to relocate their ministries, business, and organizations to the area with a report to be offered to the Board in February of 2023. [Year 1]
- Capitalize on growing awareness of and interest in the work Taylor can do to invest in the health of Grant County, identifying key areas for additional investment that benefit both our community and students in the health professions. [Years 1-5]
- Complete renovations in Helena to allow Taylor to showcase the Boren Western Art Collection and market it as an additional draw to the Upland area. [Year 1]
- Create an attractive and recognizable main entry point to campus through the creation of a new campus gateway along Reade Avenue. [Years 3-4]

Invest in IT Infrastructure to Maximize Time and Resources at Taylor:

Elements of technology at Taylor are aging, and several departments use software systems that do not align with one another. Multiple, dated systems require significant time and resources to remain operational. A strategic investment in this area has the potential to improve security, secure cost savings in the long run, and to streamline the work of many on campus.

- Explore other Learning Management Systems and make a transition, if warranted, after the University's contract with BlackBoard concludes in 2024. [Year 3]
- Reduce duplication in systems used across campus, seeking to secure savings of both time and budget while increasing security. [Years 1-5]
- Comprehensively review and assess Taylor's IT and data security, identifying needed security investments as well as changes to policies and training. [Years 1-3]
- In year one of the strategic plan, identify a baseline for and then measurably improve the customer service experience of students, faculty, and staff in information technology support. [Years 1-5]
- Analyze Taylor's enterprise data architecture, considering the interplay between major products on campus, as the University seeks to proactively prepare for the future. [Years 1-5]
- Make needed investments to refresh Taylor's classroom technology and to prepare Taylor's academic unit for expanded distance learning opportunities. [Years 1-2]
- Review opportunities to utilize technology to transform the customer experience at Taylor by improving processes and workflows on and off campus. [Years 1-5]

Partner with campus stakeholders to identify key performance indicators and other relevant reporting needs to support informed decision making. [Years 1-5]

Capitalize on a Unique Entrepreneurial Moment, Equipping Taylor Students to Not Only Seek Jobs but Also Create Them:

There is clear entrepreneurial energy on campus, with multiple groups doing good work in this space. We believe the whole will be significantly greater than the sum of the parts. Growing interest on campus coincides with the priorities of the State of Indiana and a significant interest area for prospective students.

- Launch a center or initiative that will formalize and bring together entrepreneurial work taking place in multiple areas of our campus. [Year 1]
- Create a dedicated space for entrepreneurship on campus. [Years 2-3]
- Develop external partnerships with entrepreneurial networks within the Christian community. [Years 1-2]
- Launch academic and/or summer programs for pre-collegiate and traditional students to hone entrepreneurial skills. [Year 2]

Invest in Key Facilities to Create an Inspiring Environment for Study and Work:

Parents, students, alumni, faculty, and staff all noted the need for Taylor to make investments in aging infrastructure and facilities to provide a better experience and to remain competitive. We believe modest, targeted investments will make a significant difference.

- Make critical investments in Hodson Dining Commons infrastructure and appearance, defining the scope of what needs to be done and then beginning work in FY2023. [Years 1-4]
- Make needed aesthetic improvements in residence halls, starting with areas of greatest need in FY2023. [Years 1-5]
- Improve lighting and pathways on campus. [Year 1]
- In year one of the strategic plan, establish an annual satisfaction survey for services provided by the health clinic. Once a baseline is established, work to make incremental improvement over years 2-5 of the strategic plan. [Years 1-5]



Priority Pillar 5

Ensuring Excellence and Affordability

Every constituent group talked about the rising cost of higher education and expressed concerns that Taylor remain affordable for the kinds of families we have historically served. Affordability is a key driver for enrollment growth, and Taylor supporters have generously given to endowed scholarships and current-use scholarship funds for decades. In light of the increasing competitiveness of our market, Taylor must make significant gains in growing our endowment and launching new scholarships that can be deployed immediately.

In addition, the physical campus of the University plays such a central role in the Taylor experience that we require an inspiring environment for learning and living. The renewal of spaces within existing campus buildings, addressing deferred maintenance issues through recently secured financing, and the construction of select facilities that will support Taylor's growth and development in the near future are key to ensuring the excellence we associate with Taylor.

Finally, we seek seed funding to launch new initiatives for Taylor's next season, with a particular focus on ventures that will become revenue-generating within 2-5 years' time. In light of these priorities, we seek the following strategic objectives.

Significantly Raise Resources for Taylor's Future, Seeking to Make a Taylor Education More Affordable:

Taylor's education is excellent, but it is also expensive. There is no denying that the traditional higher education financial model is under great pressure, and we risk pricing out families that

used to be our core constituency. Growing our endowment is one of the key tools at our disposal as we seek to futureproof our operations to stay true to our Christian mission. In addition to long-term efforts to grow resources that can help subsidize Taylor's undergraduate education, there are financial aid adjustments that can help keep us within striking distance of key competitors while offsetting declining net tuition revenues by recruiting larger classes. We also aspire to secure significant additional philanthropic dollars to make all of this possible.

- Launch Taylor's most ambitious comprehensive fundraising campaign and achieve goals that relate to growing the number of donors to the university, increasing the percentage of alumni giving, and securing three of the largest gifts in Taylor's history (exact measures to be presented to the Board in fall of 2022). [Years 1-5]
- With affordability at the center, use the comprehensive campaign to significantly grow the university's scholarship resources but also increase alumni and donor engagement in other measures (e.g., praying for the university, recommending it to prospective students—exact measures to be presented to the Board in fall of 2022). [Years 1-5]
- Restructure scholarship dollars to make Taylor more affordable and allow us to compete for a greater number of students, including more diverse students. [Year 1]
- Raise endowment dollars for academic programs, academic equipment, facilities, and student scholarships (exact measures to be presented to the Board in fall of 2022). [Years 1-5]
- Raise \$16MM for the Taylor Fund over the next five years. [Years 1-5]
- Continue to grow resources secured by our Stewardship Planning Ministry. [Years 1-5]

Leverage Strategic Opportunities to Generate Greater Margin to Invest in our Campus and People:

Every million of auxiliary revenue dollars we grow equates to the interest to operations earned annually from \$20 million of endowment. Finding ways to unlock latent resources and grow revenues will be key strategies to help support the cost of a Taylor education.

- In year one of the strategic plan, establish a taskforce to identify and seek to eliminate barriers to growth in summer programming. [Year 1]
- In year one of the strategic plan, create and then execute a plan for Taylor University Broadcasting, Inc. to support the larger work of the University. [Year 1]
- In years two and three of the strategic plan, refresh our campus master plan with an eye towards incorporating new academic programs. [Years 2-3]

Build Upon Taylor's Teaching Excellence:

Taylor's classroom experience is one of the areas where our faculty shine brightest. We seek to find ways to leverage existing resources, such as the Bedi Center for Teaching and Learning Excellence (BCTLE), to improve upon this strength. We also seek to make data-informed decisions about class offerings to decrease the overall cost of delivering a Taylor education and to maximize faculty time and effort for greatest impact on our students.

- Expand the work of the BCTLE by building upon research into Taylor's teaching distinctives, creating clearer connections between the promotion/tenure process and BCTLE participation, and expanding servicelearning support for faculty. [Years 1-5]
- Strengthen the new faculty development process by expanding mentoring opportunities, revising the orientation process,

and creating additional orientation and faculty development opportunities to extend beyond the first two years. [Year 1]

- Expand Taylor's honor offerings to include robust, multiyear engagement with honors students. [Year 2]
- Work with faculty champions to revitalize and expand Taylor's experiential learning opportunities (including both service learning and community-based learning) and other high-impact practices (exact measures to be determined). [Year 2]

Demonstrate and Increase the Value of a Taylor Education:

In an increasingly competitive marketplace, Taylor must do more to highlight the value of a Taylor education and to show parents and students alike the difference their Taylor degree will make for future job prospects and lifelong contributions.

- Keep our undergraduate community vibrant by having on-campus enrollment that matches our capacity, targeting 2,000 undergraduate students within five years (representing approximately 17% increase in enrollment from today). [Years 1-5]
- As the University grows the circle of learners and increases class size, maintain or modestly improve upon historically high retention seen in the past few years by averaging 88% retention over the five years of the strategic plan. In year three of the strategic plan assess and implement strategies to improve sophomore to junior retention rates. [Years 1-5]
- Working with the Calling and Career Office and the Provost, ensure that, by year five, Taylor can demonstrate that 100% of undergraduate students have participated in an internship, practicum, or relevant field experience for their major by graduation. [Years 1-5]



Priority Pillar 6

Serving and Leading to Minister to a World in Need

Taylor is best known for its distinctive campus culture and excellence in developing

servant-leaders. It's one of the hallmarks of the Taylor value proposition that draws students and supporters year after year. Every constituent we surveyed called this out as a key differentiator and institutional strength. Through measurable indicators in student learning, student engagement, and student development, we know that Taylor students are better prepared to serve and lead at the end of their four years on campus than their peers at other institutions. And yet servant-leadership, as informed by our Christian theology, has never been more needed—in the church, across the country, and around the world. For all these reasons, Taylor aspires to move from excellence to eminence in developing servant-leaders, equipping our students to meet the next generation of challenges and opportunities. We believe strongly in the importance of discipling them in the countercultural ways that Jesus called his followers to bless and serve those around them. Through this, our graduates will invariably be given numerous leadership opportunities. While some places may boast primarily about their graduates' achievements and accomplishments, we will prize the ways Taylor students and alumni bless and serve their communities with a Christ-centered approach. We also aspire to be the leading Christian college for intercultural opportunities—by sending more of our students to study, serve, and work abroad and to bring more global and diverse students and leaders to study, work, and speak at Taylor on a regular basis.

We also endeavor to extend Taylor's impact on the global church by launching a supporting organization that develops Christ-centered servant-leaders through conferences, symposia,

peer networks, continuing education, and other intellectual resources that reach people beyond the traditional student body that form the core of Taylor's *raison d'être*. In so doing, we hope that even more people are prepared to minister Christ's redemptive grace and truth to a world in need. The following outlines our strategic objectives.

Advance our Distinctive:

Virtually every Taylor constituent prizes the University's distinctive campus culture and the critical role it plays in leadership development and spiritual formation. As a result, it makes sense for Taylor to build upon this "island of strength" and address areas for additional investment as we seek to further differentiate ourselves from other institutions within the competitive higher education marketplace.

- Invest in software to identify student engagement across events, allowing Student Development to track and improve, but also highlight and promote the level of student engagement across campus. [Year 1]
- Expand the use of proven, cost-effective strategies—including open events; partnerships with other areas on campus; and expanded mental health "first aid" training for student leaders—to help address growing mental health needs among our student body. [Years 1-5]
- In year one of the strategic plan, utilize leadership training and campus programming to educate students on critical issues and model healthy approaches and mindsets that empower them to engage differences and challenging situations. [Year 1]

Move from Excellence to Eminence in Developing Servant-Leaders:

A set of specific and affordable initiatives will help elevate the formation of servant-leadership already underway at the University, expand the University's work in this area, and strengthen a key institutional distinctive.

- Over the course of the first year of the strategic plan, work to create and receive approval for a servant-leadership minor, certificate, or other curricular and/or co-curricular offering that will build upon key competencies gained through the core curriculum. [Year 1]
- Create a set of conferences to develop leadership capabilities for high school leaders, aiding K-12 Christian education while also developing brand ambassadors in key recruiting markets. [Years 1-5]
- Launch a Presidential Fellows program to draw talented students and to develop Taylor's top student leaders. [Year 1]
- Create a supporting organization of Taylor University that has more flexibility to invest in the leadership development of ministry and business leaders. [Year 3]

Invest in Athletics as a Catalyst for Character Development, School Spirit, and Undergraduate Enrollment Growth:

We believe investments in athletic facilities and programs will make a significant difference in the recruiting success of our coaches, helping to grow our student body and make our teams more

competitive. We also believe there are targeted, affordable options for expanding athletics and the character development that occurs through teams as well as strengthening school spirit that could help Taylor recruit a wider segment of students.

- By January of 2023, develop and implement a strategy for competitive expectations for each program and for the overall competitiveness of Taylor Athletics, with appropriate funding to match these expectations. [Year 1]
- Continue to bolster athletics programs through strategic facility upgrades including weight room renovations, initial renovations of the football fieldhouse, new turf at Turner Stadium, and a set of other improvements to be identified and prioritized for fundraising efforts over year one of the strategic plan. [Years 1-5]
- Maintain the current 25-30% ratio of athletes on campus through intentional recruiting efforts within each of our programs even as the enrollment of the University grows. [Years 1-5]
- Host an annual professional development seminar for coaches focused on character and spiritual development for students. [Years 1-5]
- Elevate Taylor's e-sports program by creating formal space on campus. In year two of the strategic plan, explore transitioning the student club group to club sport status. [Years 1-2]
- Conduct market research to assess the feasibility of launching a pep-band and/or marching band to help recruit an additional segment of students and increase school spirit. [Year 4]





Equip Students to Spread the Gospel in a Pluralistic World:

For 175 years, Taylor has been a place that has shown our students that Christ's death and resurrection reconciles not only our relationship with God but with one another as well. We seek to make this timeless mission timely by measuring and improving key metrics related to spiritual growth and by finding ways to better prepare our students for productive engagement with challenging issues in and beyond the church so that Taylor students are ready to serve and lead.

- Identify and improve on key metrics to allow Taylor to credibly claim its place as a top three school for study abroad in the CCCU (exact measures to be determined). [Years 4-5]
- Develop international partnerships in five key cities around the globe with at least one in Africa, one in Asia, and one in Latin America. [Years 1-5]
- In the first year of the strategic plan, set a baseline for engagement with discipleship groups in each residence hall and then work to incrementally increase the level of engagement over the remaining four years of the strategic plan. [Years 1-5]
- Drawing on University networks, bring six public intellectuals and/or leaders to campus each year for "President Lindsay Live" or other, similar programs to bring marquee speakers to campus that will help broaden our students' intellectual horizons and strengthen their faith. [Years 1-5]



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