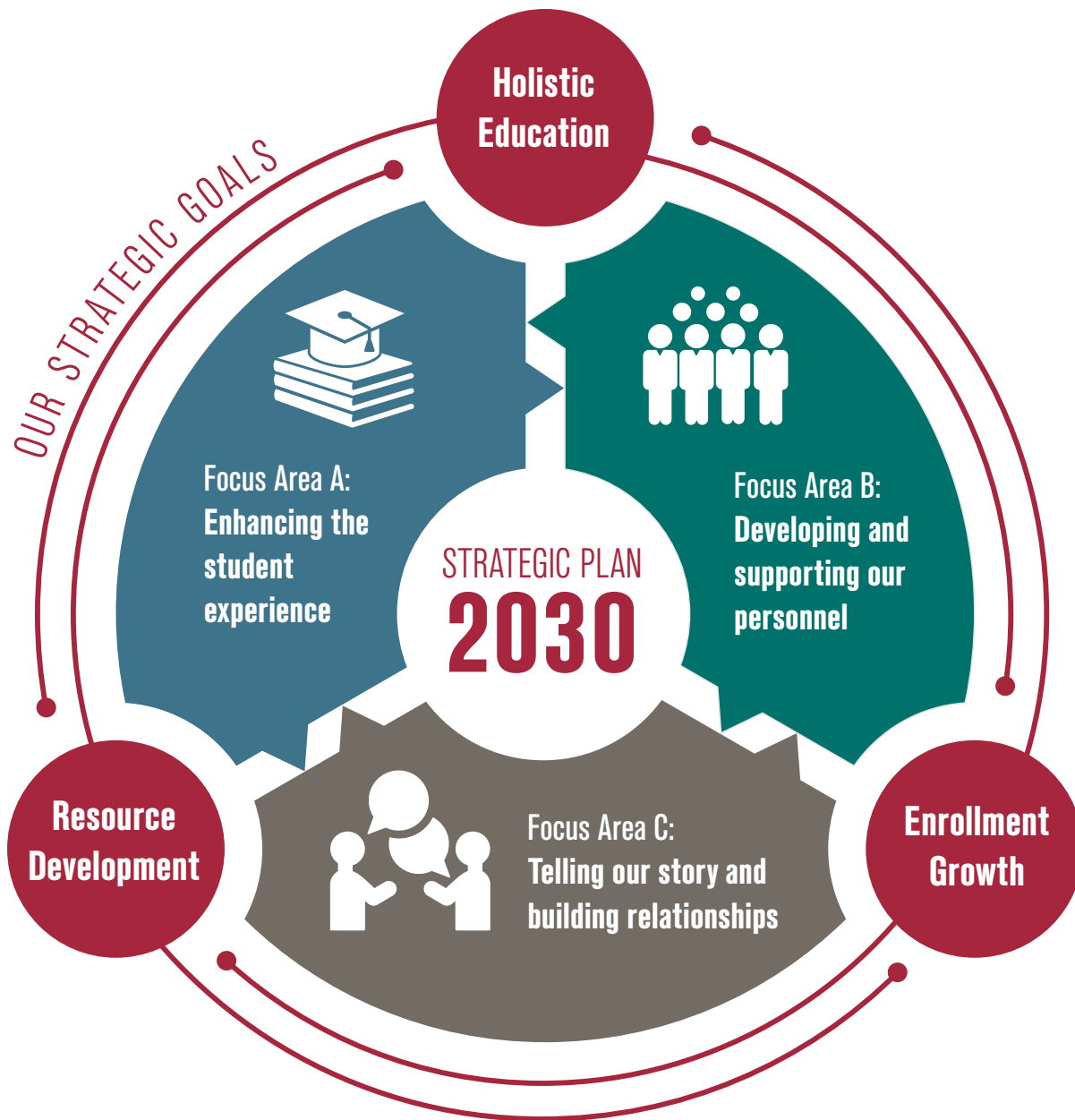




TRANSYLVANIA
UNIVERSITY



STRATEGIC PLAN
2030



The Strategic Plan Goals

Goal 1: Holistic Education

Innovating strategically while building on our existing strengths to deliver a holistic education incorporating:

- Our traditional commitment to excellence in teaching and deep engagement with the liberal arts.
- Guaranteed experiential opportunities via internships, research and study abroad.
- Customized personal and career development preparation via academic and extracurricular engagement.

Goal 2: Enrollment Growth

Increasing full-time enrollment to a minimum of 1,200 total students (including traditional undergraduate and graduate students).

Goal 3: Resource Development

Implementing a sustainable budget and increasing the university endowment investment balance by \$50 million.

How We Get There: The Strategic Plan's Focus Areas and Initiatives

Each focus area serves to move the university toward the three goals of the plan: holistic education, enrollment growth and resource development. Given the interconnected nature of dynamic collegiate experiences, many of these specific initiatives or tactics will engage with multiple focus areas.



Focus Area A:

Enhancing the student experience to prepare our Pioneers for the modern world. This includes preparation and education in traditional and emerging literacies expounded by Joseph Aoun (e.g., data, technological and human literacies) and development of cognitive capacities (e.g., systems thinking, entrepreneurship and cultural agility).

1. Implement a customized student success roadmap featuring an academic, cocurricular and career development plan for every student.
 - a. Ensure that the opportunity to study abroad, complete a paid internship or participate in student research is accessible to every student.
2. Implement distinctive programs including:
 - a. Accelerated degree options in the most appropriate programs of study.
 - b. An entrepreneurship program with a full set of associated curricular and experiential opportunities.
 - c. Select graduate programs and programs to serve nontraditional students.
3. Create a facility to house centers for both innovative technology and teaching excellence.
4. Develop a campus master plan and begin the implementation of plan elements including:
 - a. The future utilization of academic buildings.
 - b. The next iteration of student housing.
 - c. Potential uses of areas west of Broadway for enriching student extracurricular experiences.
5. Significantly enhance the William T. Young Scholarship program recruitment process, on-campus and summer experiences, and alumni engagement opportunities in order to enhance its reputation as the coveted scholarship in Kentucky.



Focus Area B:

Developing and supporting our personnel to recruit, grow and retain the best talent available to craft and deliver our students' experiences.

1. Commit to reaching and maintaining faculty and staff compensation at 90% of median of aspirant institutions.
2. Enhance, expand and promote the Bingham Center for Teaching Excellence.
3. Implement onboarding and personal development plans for every employee.
4. Invest in software and systems that use employee time and talent more effectively.
5. Increase and diversify community building and recognition activities and opportunities.
6. Increase the number of endowed professorships to at least 10.



Focus Area C:

Telling our story and building relationships to engage wider audiences, broadcast our value and broaden the impact of the university.

1. Successfully plan and execute the 250th anniversary campaign to raise funds in support of the goals and focus areas of the strategic plan.
2. Implement marketing and admissions initiatives that:
 - a. Raise the university's profile and reputation as a premier destination for a transformative liberal arts education.
 - b. Expand visibility and awareness of the university's impact on students and the community.
 - c. Attract high-caliber students seeking to develop critical thinking, communication and problem-solving skills valued in diverse careers.
 - d. Promote popular academic programs and majors, including pre-health, pre-law and accounting.
3. Recruit and retain a university population of faculty, staff and students that reflects the diversity and changing demographics of our world.
4. Enhance engagement with alumni and the Lexington community through affinity programming, partnerships and student engagement opportunities.

Preparing the 21st century student for a lifetime of success

OUR MISSION

Through an engagement with the liberal arts, Transylvania University prepares its students for a humane and fulfilling personal and public life by cultivating independent thinking, open-mindedness, creative expression and commitment to lifelong learning and social responsibility in a diverse world.

OUR VISION

Transylvania, Kentucky's first university, will be the first choice for the 21st century student by providing personalized and relevant curricular and cocurricular experiences that prepare students for the opportunities of today and tomorrow.

At the intersection of tradition and innovation, Transylvania will continue to serve as a pioneer in higher education through customized engagements with:

- Interdisciplinary liberal arts infused with technology and focused on human and digital literacy.
- Intentional experiential development through paid internships, research, campus activities, career preparation and study abroad.
- Exceptional faculty supported by the \$100 million Bingham Fund for Teaching Excellence.

OUR STORY

As Transylvania approaches its milestone 250th anniversary in 2030, we seek to continually challenge ourselves to be true to our mission and values in new ways. This strategic plan will set the stage for our next quarter millennium of service.

Our rapidly evolving society and the diverse population of students we educate will be key to shaping our future. Transylvania's rich history has provided a remarkable foundation. As Pioneers, by definition, we also focus on the future and the amazing potential that lies ahead of us.

