

inside:

THE ANDREWS UNIVERSITY MAGAZINE

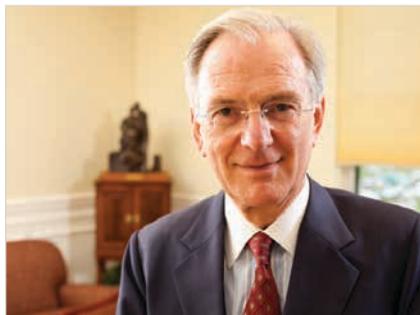
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FOCUS



The Power of Forgiveness | Reset. Refocus. Jesus. All. | Celebrating Excellence

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Niels-Erik Andreassen
President

A clever consultant once observed that the most effective strategic plan is: fire, aim, ready, for if you get off enough shots, one is bound to hit the

target. Silly as this may seem, it is practiced quite frequently. For example: marketing materials mailed to millions without regard for their possible interest in the product; public evangelism brochures aimed at whole populations many of whom may be completely puzzled by the content; college recruitment aimed at 18-year-olds some of whom may not actually qualify for admission, nor be able to afford it.

Andrews University is developing a new strategic plan to replace the one whose term has run out. And if anything this new plan is more focused than the one we had in the past. We do not wish to scatter our shots, but to get ready, then aim and fire very deliberately. The following excerpts from the strategic pillars in that plan indicate where Andrews is hoping to go with the blessing of God.

- “The University will engage every student in the search for a spiritual home and encourage each to a committed life of faith and a personal acceptance of the values of the Seventh-day Adventist Church, including a balanced and healthy lifestyle.”
- “Andrews University will seek to provide exemplary education and services to its student body. Graduates will be highly skilled and possess the attitudes and values sought after by employers, and graduate and professional schools.”
- “Through its academic and co-curricular programming, the University will encourage development of lifelong attitudes of compassion and care. In its priorities the University will model a community that puts service to others at the center of its operation.”
- “Andrews University places a high value on community, as evidenced by its residential expectations for undergraduate students. Students studying at a distance, whether as individuals or at a location, will find an identifiable place to belong in the Andrews University community.”
- “Andrews University is enjoying a time of expansion, particularly in distance education and international partnerships....Nevertheless the university continues to see its primary responsibility as the growth of its students: academically, physically and spiritually.”
- “Financial resilience at Andrews University will provide a healthy financial environment for the fulfillment of campus strategies. Such an environment will allow for reinvigoration of the physical environment and innovation in planning.”

The pillars represent goals that the University seeks to reach through a series of specific initiatives. These are too numerous to mention here, but a few will give you an idea of how strategic planning works initiative by initiative.

- Develop an ongoing continuous quality improvement process for evaluating and improving all campus services.
- Combine institutional research, assessment and accreditation functions.
- Develop a strong outcome-based general education program.
- Identify and develop a culturally diverse group of promising professionals for future faculty and staff needs.
- Increase the University endowments by \$15 million to a total of \$50 million.
- Build a health and wellness center for students, faculty, staff and community as part of a new focus on health and health education.
- ...And many additional initiatives about which we will say more at a later time.

FOCUS

The Andrews University Magazine

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22
From refugee to pastor



One Project
18

features

12 Celebrating Excellence [at Andrews University]

by Keri Suarez, Samantha Snively & Patricia Spangler

The annual Faculty/Staff awards night provided an opportunity to recognize the achievements of colleagues and enjoy great food and fellowship.

18 Reset. Refocus. Jesus. All.

by Keri Suarez

Have you heard about the One Project? What's it all about? Keri shares a firsthand glimpse into a life-changing experience.

22 The Power of Forgiveness

by Samantha Snively

Recent Doctor of Ministry graduate Sereivudh Ly's story affirms the power of God's leading, even through the most difficult of human experiences.

departments

- 2** From the president's desk
- 4** Letter
- 5** Campus update
- 9** Howard happenings
- 10** Faculty & staff
- 26** Alumni news
- 29** Alumni calendar
- 30** Class notes
- 32** Life stories



Recognition
12

On the cover: Only three out of the nine members of Sereivudh Ly's family survived the atrocities of the Cambodian Killing Fields. He was one of them. Photo contributed by Dr. Sereivudh Ly.